Law Enforcement and Anti-Poaching Strategy

2022-2032

LEAP

LEAP

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About SADC
The Southern African Development Community (SADC) is an organisation founded and maintained by countries in southern Africa that aim to further the socio-economic, political and security cooperation among its Member States and foster regional integration in order to achieve peace, stability and wealth. The Member States are: Angola, Botswana, Union of Comoros, the Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia and Zimbabwe.

Southern African Development Community (SADC)

Law Enforcement and Anti-Poaching Strategy

including

Costed Action Plan for the SADC LEAP 2022-2032

Monitoring Tool for SADC LEAP Strategy 2022-2032

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Acronyms

AP	Action Plan
ANAC	National Administration of Conservation Areas (Mozambique)
ASEAN	Association of Southeast Asian Nations
AU	African Union
BCLME	Benguela Current Large Marine Ecosystem
CAP	Costed Action Plan
CBCP	Community-Based Crime Prevention
CBNRM	Community-based Natural Resource Management
CITES	Convention on the International Trade in Endangered Species of Wild Fauna and Flora
CMP	Collaborative Management Partnership
CWC	Counter wildlife crime
CWT	Counter wildlife trafficking
DRC	Democratic Republic of Congo
EIA	Environmental Investigations Agency
ETIS	Elephant Trade Information System
FANR	Food, Agriculture and Natural Resources Directorate (within SADC Secretariat)
FIC	Financial Intelligence Centre
FLoD	First Line of Defence
FPIC	Free and Prior Informed Consent
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GLTFCA	Greater Limpopo Transfrontier Conservation Area
GMCP	Global Maritime Crime Programme (UNODC)
GVTC	Greater Virunga Transboundary Collaboration
HWC	Human wildlife conflict
ICCN	Congolese Institute for the Conservation of Nature
IIU	Intelligence and Investigations Unit
IUCN	International Union for Conservation of Nature
IUU	Illegal, Unregulated and Unreported fishing
IWT	Illegal wildlife trade
JMD	Joint Management Board
KAZA	Kavango Zambezi Transfrontier Conservation Area
KNP	Kruger National Park
LATF	Lusaka Agreement Task Force
LEAP	SADC Law Enforcement and Anti-Poaching Strategy
LEM	Law Enforcement Monitoring
MAZA	Malawi Zambia Transfrontier Conservation Area
MDGs	Millennium Development Goals
MIKE	Monitoring the Illegal Killing of Elephants
MLA	Mutual Legal Assistance
MLAT	Mutual Legal Assistance Treaty
NEPAD	New Partnership for Africa's Development
NIAP	National Ivory Action Plan
NISCWT	National Integrated Strategy to Combat Wildlife Trafficking (South Africa)
NGO	Non-Governmental Organisation
OECM	Other Effective Area-based Conservation Measures
PA	Protected Areas
POC	Points of Contact
PPP	Public Private Partnership
RAIP	Regional Agricultural Investment Plan (SADC)
RISDP	Regional Indicative Strategic Development Plan (SADC)
RRG	Rapid Reference Guide
RRU	Rapid Response Unit
SADC	Southern African Development Community
SADC-TWIX	SADC Trade in Wildlife Information Exchange
SDGs	Sustainable Development Goals
SOP	Standard Operating Procedure
TAWA	Tanzania Wildlife Management Authority
TCM	Traditional Chinese Medicine
TFCA	Transfrontier Conservation Area
ToC	Theory of Change
TOC	Transnational Organised Crime
ToR	Terms of Reference
TRAFFIC	Wildlife Trade Monitoring Network
TWIX	Trade in Wildlife Information Exchange
UNCLOS	United Nations Convention on the Law of the Sea
UNEP	United Nations Environment Programme
UNODC	UNODC United Nations Office on Drugs and Crime
WCMC	World Conservation Monitoring Centre (UNEP)
WCO	World Customs Organisation
WCU	Wildlife Crime Unit
WDA	Wildlife Dispersal Area

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Foreword

The Revised Southern African Development Community (SADC) Law Enforcement and Anti-Poaching (LEAP) Strategy (2022 - 2032) is a testament to the region's collective commitment to safeguarding its wildlife heritage, fortifying law enforcement capabilities, and fostering regional collaboration in the pursuit of a future where wildlife crime is significantly diminished.

Through this strategy, we envision a substantial reduction in wildlife crime across the region by the year 2032. This vision is intricately woven into four specific objectives that serve as pillars supporting our collective endeavor:

Objective 1, we commit to reinforcing and professionalizing Protected Areas (PAs) and Transfrontier Conservation Areas (TFCAs) management, recognizing the vital role they play in preserving our natural treasures.

Objective 2, we advocate for the sustainable use of natural resources and champion community-based approaches, recognizing the symbiotic relationship between thriving ecosystems and empowered communities.

Objective 3, our focus is on strengthening national counter wildlife trafficking operations, judicial processes, and legislation. The robust legal and enforcement framework is crucial in deterring those who seek to exploit our wildlife for illicit gains.

Objective 4, we acknowledge the significance of transnational and regional collaboration as a linchpin in our strategy. We believe that borders should not be barriers. Instead, they should serve as bridges that foster cooperation in the face of common challenges.

The LEAP Strategy is a dynamic framework designed to foster national and regional cooperation. It empowers Member States to develop context-specific Counter Wildlife Crime (CWC) strategies, fostering understanding and alignment at both national and regional levels.

In this strategy, the SADC Secretariat assumes a pivotal role in facilitating communication, collaboration, and shared learning among Member States, ensuring that our efforts resonate beyond borders. Additionally, this strategy extends its arms to welcome partnerships from around the globe, inviting support for the attainment of regional and national Counter Wildlife Crime objectives.

At its core, the LEAP strategy adopts a principled approach to implementation. It urges us to understand the intricacies of wildlife crime value chains, identify opportunities for maximum success, and disrupt the illicit networks that threaten our regional biodiversity. A rights-based approach is emphasized, building trust, legitimacy, and the rule of law.

As we embark on this journey, we recognize the need to embrace effectiveness, leveraging partnerships and coordination to amplify impact. Furthermore, clarity of objectives, parameters, and frameworks are essential to ensure cost-effectiveness of our endeavors.

The SADC commits to facilitating communication, collaboration, and shared learning, acknowledging that in unity lies our strength. Importantly, we recognize the imperative to build resilience against corruption, addressing structural weaknesses that breed conditions conducive to this malpractice.

We must collectively ensure that this overarching strategy is effectively implemented for our region to realize a future where our wildlife is protected, our communities are empowered, and our region stands as a beacon of success in the global fight against wildlife crime. May our commitment echo through the savannas, forests, and rivers of the SADC, as we take the LEAP towards a future where nature thrives, and our shared heritage is safeguarded for generations to come.

Elias M. Magosi
SADC Executive Secretary

Executive Summary

The illegal wildlife trade (IWT) has developed into a diverse and lucrative form of transnational organized crime, placing serious pressure on fauna and flora worldwide. The hidden costs include lost ecosystem services (such as carbon storage and water filtration for example), the loss of potential revenue from the sustainable use of natural resources and depriving local communities of resources they rely on for their livelihoods. Wildlife crime erodes rule of law and undermines governance, especially in remote areas and border crossings, but also at key ports. As a region of high biodiversity and substantial wildlife populations, the SADC region has become a major source of many wildlife products and Member States are at the forefront of global efforts to combat wildlife crime, protect vulnerable human populations and strengthen rule of law and governance.

The overall objective of the first SADC Law Enforcement and Anti-Poaching (LEAP) strategy (2016-2021) was "*to significantly reduce the level of poaching and illegal trade in wildlife fauna and flora and enhance law enforcement capacity in the SADC Region by 2021*". The LEAP Strategies derives their mandate from the SADC Protocol on Wildlife Conservation and Law Enforcement (1999) and operationalises this Protocol, it also aligns with several key strategies and policies within SADC and more broadly (e.g., AU Agenda 2063).

The revised LEAP strategy (2022-2032) was revised in a two-step process: i) a Situational Analysis of the implementation of the first LEAP strategy, current trends in wildlife crime and emerging trends, and ii) based on this analysis and Member State inputs, an overall revision of the LEAP framework, strategy and actions. This LEAP strategy is structured by crime type (e.g., poaching vs trafficking), where it occurs (e.g., an act of poaching in a PA vs trafficking wildlife products to end-markets), and which actors are involved in preventing it (e.g., wildlife agencies vs special organised crime units). It lays out principles and current best practices to tackle the issues at these operational scales. Key cross-cutting issues are also covered in a new section (e.g., corruption, wildlife crime in the marine environment, etc.) – the central role of corruption in wildlife crime is highlighted and addressed. Thus, a person or organisation involved in tackling wildlife crime can find the part of the LEAP strategy relevant to their work by operational scale or key issue.

PURPOSE AND PRINCIPLES

The Purpose of the LEAP strategy is to provide a framework for national and regional cooperation, so that:

1. Member States can develop national CWC strategies that are appropriate to their varied contexts and capacities, but can be easily comprehended nationally and regionally,

2. The SADC secretariat can facilitate communication, collaboration, and shared learning between Member States, and can support international cooperation and collaboration with destination countries,
3. Partners can align with and support regional and national CWC objectives, and
4. Wildlife crime can be reduced by focusing actions on different parts of the wildlife crime value chain, whilst recognising the mandates and capabilities of different national agencies involved.

Implementation of the LEAP strategy should be guided by the following Principles:

1. Understand the wildlife crime value chains and identify opportunities for maximum success and disruption,
2. Support crime prevention initiatives, including community crime prevention approaches,
3. Take a rights-based approach that builds trust, legitimacy and rule of law,
4. Develop pockets of effectiveness by supporting areas or units to achieve full potential, then catalyse action elsewhere,
5. Leverage partnerships to support targeted actions and/or help to develop pockets of effectiveness,
6. Partnerships and coordination can be costly, so should have clear objectives, parameters, and frameworks that align with strategy,
7. SADC to facilitate communication, collaboration, and shared learning to meet Member States' needs,
8. Implement all CWC actions to build resilience to corruption by recognising and addressing the structural weaknesses that create the conditions for corruption.

GOAL AND SPECIFIC OBJECTIVES

The Goal of this LEAP strategy is to significantly reduce wildlife crime in the SADC region by 2032, whilst simultaneously strengthening law enforcement, management, and governance systems.

The **Specific Objectives** to achieve the goal of reduced wildlife crime are to:

1. Reinforce and professionalise PA and TFCA management,
2. Promote sustainable use of natural resources and community-based approaches,
3. Strengthen national counter wildlife trafficking operations, judicial processes, and legislation, and
4. Improve transnational and regional collaboration.

Objective 1

Reduce wildlife crime in Protected Areas and Transfrontier Conservation Areas

This strategy recommends taking a holistic approach to reducing wildlife crime in PA's, including establishing a responsible governance structure with efficient management systems and good leadership, whilst also building a constituency of support for conservation actions – both internally amongst staff, and externally amongst people living in the surrounding area and in local government. This is necessary to build the legitimacy and local support, as well as the internal motivation and discipline, necessary for sustained anti-poaching operations and follow-up judicial law enforcement. Key tools and approaches include: i) first understanding the wildlife crime value chain, ii) using Governance evaluations, iii) strengthening Management systems and leadership, iv) establishing a framework for developing and managing appropriate and effective partnerships, and v) strengthening PA law enforcement using the IUCN Review of Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas.

TFCAs bring another major layer of complexity compared to national PAs. Recommended strategic actions include: i) establishing transboundary operational coordination bodies with appropriate mandates and SOPs, ii) establishing local mechanisms to facilitate the transfer of exhibits and witness-statements for cases that fall within the TFCA, and iii) the SADC Secretariat supporting TFCA Secretariats to develop SOPs for how the SADC extradition protocol, or bilateral extradition treaties (if they exist), can be used in specific TFCAs – recognising that in all instances dealing with extradition processes requires working with the mandated judicial authority in each Member State.

Objective 2

Promote sustainable use of natural resources and community-based approaches

The strategy recognises that local support is critical to combating wildlife crime in and around PAs and TFCAs and is fundamental in reducing wildlife crime outside PAs where wildlife is found. Local people typically bear the costs of living with or near wildlife, either through direct conflict or opportunity costs. Thus, local people need to see wildlife and PAs as a source of benefit to become supportive. This is compounded by the colonial legacy of most PAs in the region, which were typically established without consultation, and where land may have been taken under dubious agreements to establish the PA. Specific actions identified include: i) supporting PA managers to establish regular local community engagement mechanisms to build relations and understand key issues, as well as local perceptions of the drivers of wildlife crime, ii) undertaking iterative reviews of CBNRM systems nationally and identifying opportunities to strengthen CBNRM implementation, especially around PAs where wildlife crime is of concern, iii) to consider trialling the FLoD methodology nationally and reporting to SADC accordingly, iv) where relationships with local communities are not positive, to consider taking a Community Based Crime Prevention approach and investigating issues of concern to local people which align with issues of concern to PA Managers to reduce wildlife crime, v) reviewing and strengthening policies, guidelines and systems for granting tourism concessions and concession management in and around PAs, aiming to introduce best practises approaches that improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption, and vi) reviewing and strengthening policies, guidelines and systems for trophy hunting quota setting and trophy monitoring, as well as how concessions and fees are allocated and managed, and benefits shared, aiming to introduce best practises approaches that improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption.

Objective 3

Strengthen national counter wildlife trafficking operations, judicial processes, and legislation

At a national level there are at least four main areas which are key to reducing wildlife crime:

1. Providing a supportive environment and coordination for anti-poaching and area-based law enforcement,
2. Conducting CWT investigations and building cases for prosecution,
3. Supporting and strengthening the judicial process around wildlife crime, and
4. Strengthening legislation, policies, and associated frameworks.

Specific actions identified include: i) developing and maintaining key policies, procedures, and codes of conduct for PA law enforcement staff and operations, ii) developing and rolling-out social safeguard policies that establish a FPIC process and a Grievance Mechanism, iii) establishing and maintaining a simple central PA Law Enforcement Monitoring database, iv) developing intelligence analytical capacity to actively identify and target priority networks and corrupt facilitators, v) maintaining National LEAP Task Forces as a coordination body, vi) maintaining ongoing training and engagement programs with Prosecutors, and awareness-raising with the Judiciary vii) to consider developing a Court Monitoring system, viii) encouraging area-based conservation managers to support and strengthen rural courts in their areas, ix) critically analysing current policies, legislation and implementing regulations to see if revisions are needed, x) for countries without WCUs, developing and establishing a national WCU, xi) establishing a national wildlife crime intelligence database linked to the WCU, xii) developing or updating (as necessary) Rapid Reference Guides for investigating and prosecuting wildlife crime, and xiii) developing, or strengthening, a National CWC Strategy based on the strategic framework of this revised SADC LEAP Strategy.

Objective 4

Improve transnational and regional collaboration to reduce wildlife crime

Wildlife criminals take advantage of international borders in multiple ways. However, once the value chains of wildlife crime, particularly of specific networks, are better understood transnationally then the incentives for national agencies to collaborate and work transnationally increase as it becomes clearer how law enforcement action in another country should help to reduce organised crime locally.

Specific actions identified include: i) supporting WCUs to engage directly with counterpart WCUs in other regional countries – either on specific priority cases, or to meet occasionally, ii) developing and supporting sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains, iii) maintaining support for SADC-TWIX, including active engagement by all relevant national authorities, iv) developing and sharing guidelines on using the SADC Protocols on Mutual Legal Assistance and Extradition to support CWC work, and v) establishing and filling a LEAP Support position with a clear job description based on included recommendations.

The SADC LEAP Support position will help with successful implementation of this LEAP strategy, particularly the actions allocated to the SADC Secretariat, but also certain Member State actions that derive from frameworks to be developed by the SADC Secretariat. Primary responsibilities for this position are: i) supporting the SADC Secretariat FNR and Organ coordinators by facilitating engagement between Member States so that they can work directly on CWC issues and actions (engaging with ALL Member State LEAP Points of Contact at least quarterly to have close and strong functional relationships), and ii) facilitating implementation of all Actions in this revised LEAP Strategy that are assigned to the SADC Secretariat, and to help facilitate all Member State Actions in this revised LEAP Strategy.

Cross cutting issues to inform and guide implementation of the LEAP strategy

Cross cutting issues to inform and guide

1. Reducing and building resilience to corruption.
2. Wildlife crime in the marine environment.
3. Poisoning of wildlife.
4. One-health approach.
5. Forestry crime.
6. Financial crimes related to wildlife crime.
7. Climate change and wildlife crime.

To address these cross-cutting issues, specific actions identified include: i) building anti-corruption programming into all CWC actions and developing anti-corruption programs that go beyond traditional approaches and address individual and social motivations, ethics, and values, ii) ensuring that wildlife poisoning is covered by legislation, policy, and key strategies, iii) using the One-Health approach to identify priority poaching activities and sites for actions to reduce the risks of the spread of zoonoses from wildlife to humans or livestock, and as a lens to build local and national support for reducing high risk activities, iv) building national capacity for financial crime investigations to support wildlife crime investigations, and v) for the SADC Secretariat to develop a general anti-corruption framework that considers broader approaches for Member State wildlife authorities to use as a guide.

Action Plan

The Action Plan for the revised SADC LEAP strategy is made up of actions identified under each objective. These have been divided into mandated and recommended actions. Mandated actions are those that are *required* to be implemented by the SADC Secretariat or by the mandated agencies of Member States. These are either, i) the key actions shown to work to reduce wildlife crime in the region (see the Situational Analysis of LEAP implementation[1]), or ii) the actions needed to be taken by the SADC Secretariat to support implementation of this revised LEAP strategy. The actions are presented under each objective, as well as in the Annexes in the Costed Action Plan and Monitoring and Reporting Tool. The Action Plan is typically presented in two tables. The first table contains the actions to be taken by the SADC Secretariat, and the second table contains the actions to be taken by Member States and Partners.

Monitoring and Reporting Tool

This is a streamlined tool to be used by the Member States and the SADC Secretariat for reporting on progress in reducing wildlife crime in each Member State and across the region. This tool is structured according to the strategic framework in the revised LEAP strategy.[2] This reporting will also meet some of the reporting requirements for the SADC Protocol on Wildlife Conservation and Law Enforcement.

This monitoring and reporting tool is explicitly NOT a monitoring, evaluation and learning tool. This is because reporting under the previous LEAP strategy was such a challenge and largely failed. So, it was decided to start this time with a very simple tool that can get information flowing to the SADC Secretariat that can then be consolidated and shared back out with Member States and other key stakeholders. This tool is made up of two parts: i) a reporting table for progress against actions as laid out in the LEAP strategy implementation plan, and ii) a small set of qualitative and quantitative indicators for each Member State to report against.

The goal is to ensure that data gathering is possible for all Member States – and even if data are not available for an entire country, getting information to flow from specific sub-regions alone will help to establish the process, and should also be indicative of progress over time.

[1] See Situational Analysis of LEAP Implementation, Emerging Trends and Challenges for Wildlife Crime in the SADC Region, https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

[2] The complete Monitoring and Reporting Tool including the reporting tables can be found here: https://drive.google.com/file/d/1mQKHcxZvTlex7zj36zG5T4cX-NzHvPuV/view?usp=sharing

1 Introduction

The illegal wildlife trade (IWT) has developed into a diverse and lucrative form of transnational organized crime, placing serious pressure on fauna and flora worldwide. Wildlife crime is currently considered the fourth most lucrative type of organized crime globally and 2014 estimates of the annual value of IWT were in the range of USD 7-23 billion.[3,4] However, it is increasingly recognised that the real costs of the illegal trade in fish, forestry products and wildlife must consider economic losses from ecosystem services, and recent global estimates of this value are at USD 1 trillion or more.[5] The hidden costs of these illicit trades not only include the costs of lost ecosystem services (such as carbon storage and water filtration for example) but also include the loss of potential revenue from the sustainable use of natural resources, as well as depriving local communities that rely on these resources for their livelihoods. Finally, wildlife crime also erodes rule of law and undermines governance, especially in remote areas and border crossings, but also at key ports. As a region of high biodiversity and substantial wildlife populations, the SADC region has become a major source for many wildlife products in demand. Thus, SADC Member States are at the forefront of global efforts to combat wildlife crime, protect vulnerable human populations and strengthen rule of law and governance.

The SADC LEAP strategy links to several key strategies and policies within SADC and more broadly – see Section 2.1 of the Situational Analysis[6] which underpins this strategy. In brief, the SADC Protocol on Wildlife Conservation and Law Enforcement provides the impetus for the development of the SADC LEAP, which then aligns with the African Convention on the Conservation of Nature and Natural Resources as called for in AU Agenda 2063[7].

1.1 REVISING THE SADC LEAP STRATEGY

1.1.1 SADC LEAP Strategy (2016-2021)

The first SADC Law Enforcement and Anti-Poaching (LEAP) strategy (2016-2021)[8] was developed to address the growing wildlife crisis in Africa. The overall objective of the first LEAP Strategy was *"to significantly reduce the level of poaching and illegal trade in wildlife fauna and flora and enhance law enforcement capacity in the SADC Region by 2021"*. This strategy was designed to provide a framework for regional collaboration among SADC Member States in implementing actions towards minimizing wildlife crime and illegal trade, enforcing the law more effectively, promoting sustainable trade and use of natural resources, and reducing the root causes and enablers of wildlife crime. It sought to address these key issues: i) increasing pressure on land where the most intact assemblages of Africa's wildlife are found, ii) accommodating the fact

[3] Nellemann, C., et.al. (Eds). 2016. The Rise of Environmental Crime – A Growing Threat To Natural Resources Peace, Development And Security. A UNEP/INTERPOL Rapid Response Assessment. United Nations Environment Programme and RHIPTO Rapid Response–Norwegian Center for Global Analyses, www.rhipto.org

[4] UNODC. 2020. World Wildlife Crime Report 2020: Trafficking in Protected Species. United Nations. https://www.unodc.org/unodc/en/data-and-analysis/wildlife.html

[5] World Bank. 2019. Illegal logging, fishing, and wildlife trade: the costs and how to combat it. https://thedocs.worldbank.org/en/doc/482771571323560234-0120022019/original/WBGReport1017Digital.pdf

[6] Situational Analysis of LEAP Implementation, Emerging Trends and Challenges for Wildlife Crime in the SADC Region, https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

[7] https://au.int/en/agenda2063/overview

[8] https://www.sadc.int/files/9115/9125/9768/SADC_Law_Enforcement_and_Anti-Poaching_Strategy-English.pdf

that African people living in wildlife-rich areas need to receive tangible benefits from the sustainable use of this wildlife, and iii) recognising that to tackle the international illegal wildlife trade requires the concerted actions of all Member States. The SADC LEAP Strategy derives its mandate from the SADC Protocol on Wildlife Conservation and Law Enforcement (1999) and operationalises this Protocol.

The LEAP Strategy (2016-2021) was structured according to four priority areas:

1. Enhancement of legislation on wildlife and law enforcement,
2. Integration of people and nature,
3. Ensuring sustained trade in, and use of natural resources, and
4. Improvement and strengthening of field level protection of wildlife resources

1.1.2 Revised SADC LEAP Strategy (2022-2032)

With the first LEAP strategy coming to an end the SADC Secretariat resolved to revise the LEAP strategy using a two-step process. First, undertaking a Situational Analysis of the implementation of the first LEAP strategy, current trends in wildlife crime generally and in the SADC region specifically, and where possible emerging trends. Second, based on the Situational Analysis and Member State inputs either simply updating the LEAP strategy, or if necessary, revising the framework of the LEAP strategy.

The Situational Analysis and the inputs from the Member States made it clear that a revised SADC LEAP strategy should be restructured as a framework strategy that can be adapted for national contexts and can act as a basis for collaboration and coordination between countries – facilitated by the SADC Secretariat. This restructured strategy needs to consider experience gained over the last five years regarding how the wildlife crime value chain is structured, at what points in the wildlife crime value chain law enforcement and anti-poaching interventions can occur, and which type of agencies are best suited to undertaking those interventions. During the revision process, discussions with the Member States over how best to lay out a restructured LEAP strategy have resulted in a LEAP strategy that is structured by the type of crime (e.g., poaching vs trafficking), where it occurs (e.g., an act of poaching in a Protected Area [PA] or a Transfrontier Conservation Area [TFCA] vs trafficking wildlife products to end-markets), and which actors are involved in preventing it (e.g., wildlife agencies vs special investigations units). It lays out principles and current best practices to tackle the issues at these operational scales. Key cross-cutting issues are also covered in a new section (e.g., corruption, wildlife crime in the marine environment, etc.). Thus, a person or organisation involved in tackling wildlife crime can access the part of the LEAP strategy relevant to their work by operational scale or key issue.

The revised SADC LEAP strategy is structured by four objectives to combat wildlife crime through actions to:

1. Reinforce and professionalise PA and TFCA management,
2. Promote sustainable use of natural resources and community-based approaches,
3. Strengthen national counter wildlife trafficking operations, judicial processes, and legislation, and
4. Improve transnational and regional collaboration.

1.1.3 Mapping the revised LEAP Strategy to the old LEAP Strategy

MAPPING THE STRATEGIC OBJECTIVES

Revised LEAP strategy (2022-2032)		LEAP strategy (2016-2021)
1. Reinforce and professionalise PA and TFCA management	⟷	5. To improve and strengthen field level protection of wildlife resources
2. Promote sustainable use of natural resources and community-based approaches	⟷	3. To integrate people and nature into conservation and development processes / 4. To ensure sustained trade in, and use of natural resources
3. Strengthen national counter wildlife trafficking operations, judicial processes, and legislation	⟷	1. To enhance legislation and judicial processes/ 2. To minimize wildlife crime and illegal trade
4. Improve transnational and regional collaboration	⟷	2. To minimize wildlife crime and illegal trade

Figure 1: Mapping the Strategic Objectives of the previous SADC LEAP 206-2021 to this revised SADC LEAP 2022-2032

In the revised LEAP strategy 2022-2032, the objectives start at the bottom of the wildlife crime value chain and move along the chain (from source to exit point/market). Each objective relates to a different stakeholder user group or mandated agency. The previous LEAP strategy 2016-2021, is thematic, to some extent it starts with higher level interventions and goes down to field level interventions, but there is crossover in some of the objectives which makes it less clear where a stakeholder group or mandated agency intervenes.

1.1.4 Approach to revising the SADC LEAP strategy

The SADC LEAP strategy has been revised using a two-step process. First, a Situational Analysis[9] was developed, analysing the implementation of the first LEAP strategy, assessing current trends in wildlife crime in the region and more generally, and identifying possible emerging trends. Second, Member States were engaged for their inputs into whether to restructure the LEAP strategy, and if so, what structure it should take, and then to provide inputs into the structure and content of the revised LEAP strategy.

The Situational Analysis and revised LEAP Strategy have been developed from a series of workshops and individual interviews with Member States, and with many of the conservation NGO's working in the region. Member States were invited to a half-day virtual workshop, held as a repeat event on the 2nd and 3rd of June 2021. In advance of this workshop a short online survey on the implementation of the first LEAP strategy and input on what should be prioritised in the revised LEAP strategy was circulated. Ten of the sixteen Member States attended this workshop. Those who did not attend were targeted for follow-up one-on-one interviews, and five more Member States were engaged directly this way. A technical validation workshop of the first draft of this revised LEAP strategy was held with Member States on the 26th of October 2021 – thirteen of the sixteen Member States attended this workshop. Finally, a workshop with International Cooperating Partners, including donors, NGOs, community representatives, the private sector, and other civil society organisations – working with the SADC Secretariat as well as individual Member States, was held on the 26th of November 2021. During this whole process a total of 141 individuals were consulted. Of these, 57 individuals work for SADC Member States government agencies, representing 15 SADC Member States. These are: Angola, Botswana, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe. See Appendix 2 of the Situational Analysis for a detailed breakdown of the consultation process.

During the consultation process, Member State representatives collectively supported the approach of revising the SADC LEAP strategy so that it became more of a framework laying out principles and best practises at different operational levels, e.g., Protected Area, National counter wildlife trafficking, TFCA, and Transnational – tackling transnational wildlife trafficking. The general support for this approach is that it creates a more flexible framework that considers the diversity of contexts, capacities and wildlife crime challenges that Member States within the SADC region faces. However, there is still a recognition that transnational collaboration and coordination is needed to tackle wildlife crime. There was a call for the SADC Secretariat to support improved collaboration and communication – not necessarily by coordinating transnational engagement or intelligence sharing, but rather by helping Member States to contact the correct agencies and officials in other Member States that they needed to work with on a specific issue or case, and by helping with information sharing and shared learning.

1.2 CONCEPTUAL BASIS USED FOR UNDERSTANDING THE WILDLIFE CRIME VALUE CHAIN

This LEAP strategy uses the following conceptual basis for understanding the wildlife crime value chain:

- Wildlife crime is used to describe the whole value chain, from poaching through trafficking to final sale and consumption or use of the wildlife product.
- Poaching[10] of an animal, or illegal extraction of an environmental product, is the first step in the wildlife crime value chain. This is where law enforcement implemented by conservation agencies has typically (not always) focused and acted in the past. This is normally where there is the closest linkage between wildlife crime and local communities who live with or close to wildlife, and thus is where community-based conservation, stewardship, constituency-building and related actions focus. Poaching is typically (but not always) carried out by an individual who sells the product, or is paid directly for the product, and is not part of the rest of the wildlife crime value chain.

[9] See Situational Analysis of LEAP Implementation, Emerging Trends and Challenges for Wildlife Crime in the SADC Region, https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

[10] Poaching can be defined as the illegal or illegitimate (when it goes against the interests of communities) taking of wildlife. There are very different scenarios in how this act plays out, depending on the type of poacher (local people or outsiders), the type of product (high or low value), and the type of land (community or state).
From David Wilkie on page 38 of: IUCN SULi, IIED, CEED, Austrian Ministry of Environment and TRAFFIC (2015) Symposium Report, 'Beyond enforcement: communities, governance, incentives and sustainable use in combating wildlife crime', 26-28 February 2015, Glenburn Lodge, Muldersdrift, South Africa. https://pubs.iied.org/sites/default/files/pdfs/migrate/G03903.pdf?

- Wildlife trafficking is functionally different to wildlife poaching and describes the transfer, movement, smuggling and sale (which can be multiple times along the wildlife crime value chain) of the wildlife product from source to destination at the final market site. Wildlife trafficking is typically (but not always) carried out by organised crime networks, often transnational organised crime (TOC) networks, and often has converging and overlapping relationships with other forms of trafficking and TOC. Law enforcement action to counter wildlife trafficking is typically undertaken by specialist investigations units with the mandate, training, and resources to tackle organised crime.
- Corruption[11] is fundamental to wildlife trafficking. Almost always some form of corrupt act, either by private sector or state agents (or both) is required to move and smuggle wildlife products from source to market. Corruption is less vital for poaching, but can still play a critical role, especially for high value wildlife products that are difficult to access. Corruption often occurs in, and undermines, the criminal justice system.

What does this conceptual understanding of the wildlife crime value chain mean for strategic responses to wildlife crime?

- First, different strategies and tactics need to be adopted depending on the type of wildlife product being illegally harvested, where on the wildlife crime value chain law enforcement action is being undertaken, the extent of the engagement of organised criminal actors, and the different mandates of the various agencies and actors involved.

  This strategy provides a strategic framework for responses based on a generalised wildlife crime value chain. Tactical level responses are more appropriate to be developed by Member States depending on their contexts and capacities.
- Second, given the significant role corruption plays in wildlife crime, building resilience to corruption in key institutions and amongst the people working in these organisations is critical to combating wildlife crime. This requires a proactive focus on governance, leadership and management of key organisations and processes. This strategy provides an over view of broad approaches for building resilience to corruption in Section 3.

1.3 OVERVIEW OF CURRENT GENERAL TRENDS IN WILDLIFE CRIME

The current trend in wildlife crime in the SADC region as well as globally, is that of increasingly sophisticated criminal networks, using more complex methods to source and transport a diversity of products across multiple borders to reach destination markets. As the illicit trade in wildlife evolves to counter continuous strategic and tactical developments in law enforcement and anti-poaching, criminal networks have developed complex financial mechanisms to fund their activities and evade detection. Networks are opportunistic and flexible and are thus able to both adapt to changes in market demands and capitalize on opportunities to diversify products in trade. There is evidence of convergence of wildlife trafficking with other illicit markets – both network convergence (i.e., where organised criminal networks trade in multiple products, including wildlife products) and facilitator / hub convergence (i.e., where wildlife products rely on the same facilitators to move through the same transport hubs as other illicit products)[12]. High value wildlife products have in many ways just become another valuable commodity that organised crime networks acquire and traffic from source site to destination market. As such, once wildlife products are being trafficked, they take on the characteristics of most other illicit flows and we should view them through that lens and work to include them more centrally in global efforts to tackle TOC. Thus, strategically it is worth dividing wildlife crime into two specific stages: i) the poaching of the animal or product, and ii) the trafficking of the extracted product to market.

Corruption plays a central role in wildlife crime – particularly wildlife trafficking. In general, corruption supports the existence of organized crime, because corrupt public officials protect organized criminal groups from law enforcement and disruption, and facilitate the movement of illicit goods across borders.[13] Organised crime corrupts officials, and corruption then creates an enabling environment for organised crime – resulting in a feedback loop that weakens governance and rule of law, thus undermining both sustainable development for local people, and environmental security. Corruption can also enable wildlife poaching, especially in instances with high value wildlife products that are hard to access, where it makes sense for poaching groups to invest in corrupting officials to facilitate access.

A more detailed analysis of the current situation in the region, including emerging threats, and the review of the implementation of the previous LEAP strategy is presented in the Situational Analysis report[14].

[11] Defined most simply as the abuse of entrusted power for private gain, https://www.transparency.org/en/what-is-corruption#

[12] Alastair Nelson. 2023. Convergence of Wildliufe Crime and other forms of Transnational Organised Crime in Eastern and Southern Africa. GITOC. https://globalinitiative.net/analysis/wildlife-crime-eastern-southern-africa/

[13] UNODC. 2021. Links between organised crime and corruption. https://www.unodc.org/e4j/en/organized-crime/module-4/key-issues/links-to-corruption.html

[14] https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

2 The SADC Law Enforcement and Anti-poaching Strategy

2.1 PURPOSE AND GUIDING PRINCIPLES

Purpose

The purpose of the LEAP strategy is to provide a framework for national and regional cooperation, so that:

1. Member States can develop national CWC strategies that are appropriate to their varied contexts and capacities, but can be easily comprehended nationally and regionally,
2. The SADC secretariat can facilitate communication, collaboration, and shared learning between Member States, and can support international cooperation and collaboration with destination countries,
3. Partners can align with and support regional and national CWC objectives, and
4. Wildlife crime can be reduced by focusing actions on different parts of the wildlife crime value chain, whilst recognising the mandates and capabilities of different national agencies involved.

Guiding Principles

The Situational Analysis[15] conducted as part of this revision process highlighted that wildlife crime has been reduced under the following conditions, i) *where pockets of effectiveness*[16] have been created (either at a PA level or in a national Intelligence and Investigations Unit (IIU)), ii) where effective leadership and management systems are in place, and

[15] https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

[16] 'Pockets of effectiveness' refers to public organisations that function effectively in providing public goods and services, despite operating in an environment where effective public service delivery is not the norm. See: https://www.gdi.manchester.ac.uk/research/groups/politics-governance-management/investigating-pockets-of-effectiveness/ and https://www.effective-states.org/pockets-of-effectiveness/

iii) where there are appropriate, functional, and long-term partnerships supporting targeted interventions. Importantly, success has occurred when bottom-up processes, i.e., allowing a PA or IIU to strengthen and function effectively, have been nurtured and supported. There are few examples of wildlife crime being reduced through top-down coordination mechanisms which then result in change on the ground.[17] Rather, coordination mechanisms work best when supporting the bottom-up initiatives which require support to communicate, coordinate and collaborate with other mandated agencies either nationally or transnationally.

Thus, the LEAP strategy should be guided by the following principles:

1. Take a strategic approach to countering wildlife crime by understanding the wildlife crime value chains, and identifying opportunities for maximum success and disruption, not just targeting the easiest people to arrest and prosecute,
   Be strategic in where/how effort is spent, aim for maximum impact
2. Support crime prevention initiatives, including community crime prevention approaches, to try and prevent crime before law enforcement is required,
   Proactive crime prevention is preferable to response
3. Take a rights-based approach that ensures social and environmental safeguards are protecting the rights and livelihoods of local people as well as the environment, and ensures that law enforcement officers are cognizant of the social contract that they have with society to enforce laws within the confines of a defined set of rules,
   Human rights and environmental protection are central to good governance and the social contract
4. Focus on developing pockets of effectiveness[18] to tackle wildlife crime by supporting specific PAs or crime units to achieve their full potential and mandate to combat wildlife crime, then catalysing action elsewhere by leveraging lessons learned and capacities developed,
   Improve priority areas using tested approaches, rather than addressing an entire organisation at once
5. Leverage appropriate, beneficial, and structured partnerships to support targeted actions that fall within a national CWC strategy, and/or help to develop pockets of effectiveness,
   Partnerships and collaboration can amplify impact
6. Appreciating that partnerships and coordination mechanisms can be costly, these should have clear objectives, parameters, and frameworks that align with a strategy,
   Manage the overheads of partnerships
7. Facilitate (by SADC) communication, collaboration, and shared learning to meet the needs of the Member States to improve their national efforts and to support their direct collaboration with each other as needed and requested, and
   Collaboration and shared learning needs facilitation to be effective
8. Implement all CWC actions, as far as possible, to build resilience to corruption by recognising and addressing the institutional weaknesses that create the conditions for corruption.
   Address the structural conditions causing corruption.

2.2 STRATEGIC OVERVIEW: GOAL AND OBJECTIVES

The **Goal** of this SADC LEAP strategy is to significantly reduce wildlife crime in the SADC region by 2032, whilst simultaneously strengthening law enforcement, management, and governance systems.

The **Specific Objectives** to achieve the goal of reduced wildlife crime are to:

1. Reinforce and professionalise PA and TFCA management,
2. Promote sustainable use of natural resources and community-based approaches,
3. Strengthen national counter wildlife trafficking operations, judicial processes, and legislation, and
4. Improve transnational and regional collaboration.

[17] An example where a central multi-agency task force has been effective in reducing wildlife crime is Tanzania. This approach succeeded because of strong internal leadership, clear SOPs and its leveraging the capacity of an existing multi-agency task force that was already tackling national and transnational serious organised crime.

[18] See https://www.effective-states.org/pockets-of-effectiveness/

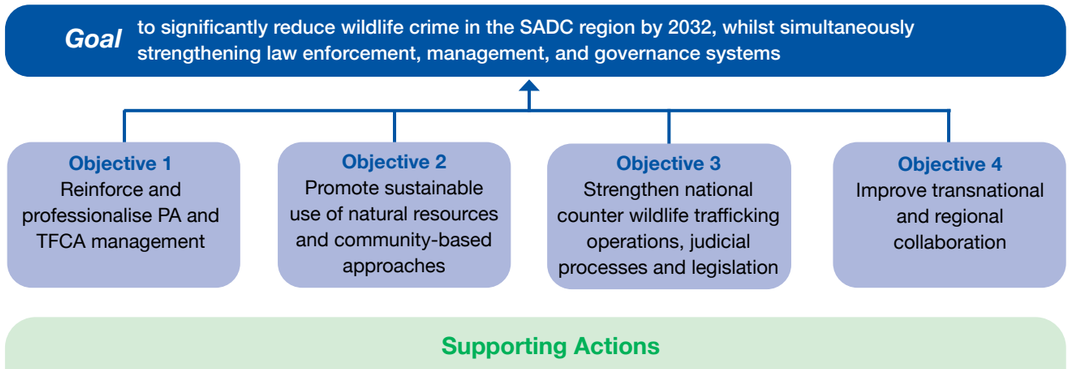

Figure 2: Strategic framework for this SADC LEAP Strategy 2022-2032

A generalised interpretation of the wildlife crime value chain, as it occurs in the SADC region, and how this value chain relates to the revised SADC LEAP strategy is depicted in the figure below.

The wildlife crime value chain and how it relates to the revised SADC LEAP strategy, the relevant agencies, criminal types, and corruption

Poaching / illegal extraction of wildlife products	→ Transport from extraction site transfer / storage / sale	→ Transfer / movement / smuggling / sale	→ Final market sale and use
Objective 1 Objective 2	Objective 3		
Conservation / Wildlife Authorities Local communities / Private sector	Police / other criminal investigation agencies		
		Objective 4 Border control / Multilateral agencies	
Typically local criminals selling to traffickers	Typically national organised crime networks	Typically transnational networks, or connected networks	Demand site networks
Corruption in PA / TFCA or at control sites in proximity to PA/ TFCA (not essential, but definitely happens)	Corruption at control sites and / or to facilitate movement of illicit goods to market, especially prevalent if goods moved transnationally (almost always to transnational trafficking)		Corruption in policing at demand sites

Figure 3: Generalised interpretation of the wildlife crime value chain, as it occurs in the SADC region, and how this value chain relates to the revised SADC LEAP Strategy 2022-2032

3 Breakdown and Description of Each SADC LEAP Objective

3.1 Objective 1
REDUCE WILDLIFE CRIME IN PA'S AND TFCA'S

3.1.1 Sub-objective 1.1: Reduce wildlife crime in Protected Areas

Combating wildlife crime in PAs requires a holistic response that includes establishing a responsible governance structure with efficient management systems and good leadership, whilst also building a constituency of support for conservation actions – both internally amongst staff, and externally amongst people living in the surrounding area and in local government. This is necessary to build the legitimacy and local support, as well as the internal motivation and discipline, necessary for sustained anti-poaching operations and follow-up judicial law enforcement. Without this holistic approach the law enforcement system can break down in a number of key areas, these include: i) the legitimacy of the conservation agency to implement unpopular laws can continually be questioned and undermined, ii) PA staff involved in law enforcement can lose motivation because of external influence or just because it's a difficult not very well-paid job, iii) local people can protect those who are involved in wildlife crime because they only see benefits accruing to others and they are suffering the costs of living with or near wildlife, iv) the judicial system can fail by not prosecuting or adjudicating cases appropriately, v) social conflict between the PA authority and its staff can grow to undesirable levels, further demotivating staff from the local area, vi) corruption within the PA authority of the judicial structures can become entrenched, and vii) anti-poaching staff can engage in human rights violations – because without proper checks and balances this can be a natural consequence of power and human nature[19], and because this is known to occur when judicial systems fail law enforcement.

To frame this section, PA Governance involves the power to set overall priorities and strategies and to define how decisions get made[20], whereas PA Management involves day-to-day operations and implementation on the ground[21].

In advance of developing strategies and actions to combat wildlife crime in PAs its critical to understand the wildlife crime value chain operating in and around the PA, to develop some sense of understanding of the individuals and networks involved, and any corrupt facilitators. This will help to prioritise strategies and actions and ensure maximum success of disrupting or degrading the wildlife crime activities. As humans we are prone to carrying on with strategies and actions that we know and undertake already, but conditions, context and the actions of the criminals change over time, so we need to regularly assess and revise our understanding, strategies, and actions.

PA Governance

Effective anti-poaching and law enforcement work in a PA requires functioning Governance and Management systems with good leadership. At a minimum Member State PA Authorities should conduct regular (e.g., every 5 years) Governance evaluations of their PA systems. Governance evaluations help to understand the exercise of authority, responsibility and accountability for the PA system or site, leading to recommendations considering the PAs mission and objectives, and the shared values of the wider society.[22] Governance assessments will help to ensure that centralised authorities retain their oversight role, and PA Managers are given the freedom to implement within the strategies, priorities and other constraints set for them.

PA Management

It is not the remit of the LEAP strategy to make recommendations for how Member States manage their PAs. However, leadership is a primary driver for both creating the conditions for good PA law enforcement, and for making it happen operationally. Member State PA Authorities should develop and implement leadership development plans for PA staff that include both training and longer-term mentoring.

Member State PA Authorities should develop and roll-out safeguard policies that establish processes for Free and Prior Informed Consent (FPIC) as well as a Grievance Mechanism.

Partnerships

The Situational Analysis[23] conducted to review the previous LEAP found that success in tackling wildlife crime in PAs, or in protecting high value species in PAs, was strongly associated with partnerships. Broader reviews of Collaborative Management Partnerships (CMPs) across the continent[24,25] and within specific countries[26], have found that CMPs enhance PA management effectiveness, stimulate the local and national economies, create an enabling environment for investment, build capacity, protect biodiversity, and increase brand recognition for the country.

However, there are also legitimate concerns with adopting CMPs (e.g., Government concerns regarding retaining control of national assets, a sense of failure, revenues retention models, and building local capacity, concerns with finding the right partner, and adequate funding) and in managing CMPs (e.g., reaching agreement on management structure,

Recommendations for Governments to establish and manage CMPs

- Create an enabling environment and policy framework, and clear guidelines to facilitate the execution of CMPs. In some countries, the process for establishing CMPs is not clear, which leads to delays and in some cases results in loss of funding.
- Adopt the steps and processes outlined in the Toolkit to enable transparent and competitive CMP partner selection processes.
- Consider CMPs as part of broader national PPP priority efforts to streamline processes and generate new investments and opportunities and align the establishment of CMPs to the PPP framework if this helps to create a transparent and efficient process.
- Develop a long-term vision and strategic plans that promote sustainable and inclusive development that integrate CMPs as one of the core tools used to support the effective management of PAs and to stimulate green and inclusive development.

From: World Bank. 2021. Collaborative Management Partnership Toolkit. Washington DC. https://www.worldbank.org/en/programs/global-wildlife-program/publication/collaborative-management-partnership-toolkit

Box 1: Recommendations for Governments to establish and manage CMPs

[19] Zimbardo, P.G. 2007. The Lucifer effect: understanding how good people turn evil. Random House, New York.

[20] The IUCN define PA Governance as 'The interactions among structures, processes and traditions that determine how power and responsibilities are exercised, how decisions are taken and how citizens or other stakeholders have their say'. Borrini-Feyerabend, G., et al. 2013. Governance of Protected Areas: From understanding to action. Best Practice Protected Area Guidelines Series No. 20. https://www.iucn.org/sites/dev/files/content/documents/governance_of_protected_areas_from_understanding_to _action.pdf

[21] PA Management involves balancing competing and sometimes incompatible objectives and is typically undertaken according to an approved adaptive Management Plan that is used to plan operations and evaluate progress. [22] Borrini-Feyerabend, et al. 2013. Governance of Protected Areas: From understanding to action. Best Practice Protected Area Guidelines Series No. 20. https://www.iucn.org/sites/dev/files/content/documents/governance_of_protected_areas_from_understanding_to_action.pdf [19] Zimbardo, P.G. 2007. The Lucifer effect: understanding how good people turn evil. Random House, New York.

[22] Borrini-Feyerabend, et al. 2013. Governance of Protected Areas: From understanding to action. Best Practice Protected Area Guidelines Series No. 20. https://www.iucn.org/sites/dev/files/content/documents/governance_of_protected_areas_from_understanding_to_action.pdf

[23] Situational Analysis of LEAP Implementation, Emerging Trends and Challenges for Wildlife Crime in the SADC Region, https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

[24] Baghai, M.,et al. 2018. "Models for the Collaborative Management of Africa's Protected Areas." Biological Conservation. 218.

[25] World Bank. 2021. Collaborative Management Partnership Toolkit. Washington DC. https://www.worldbank.org/en/programs/global-wildlife-program/publication/collaborative-management-partnership-toolkit

[26] Baghai, M., Lindsey, P., Everatt, K., and A. Madope. 2018. "Regional Best Practices, Current Models in Mozambique and a Framework for Enhancing Partnerships to Protect Biodiversity Assets and Promote Development. Supporting the Policy Environment for Economic Development (SPEED+)." BioFund and USAID.

ensuring adequates Government and local community support, maintaining a functioning partner relationship with trust, etc.). Nonetheless, CMPs in some form, on the spectrum from financial and technical advisory support, through models of co-management to fully delegated management have become increasingly common in establishing successful PAs in the region, and therefore putting in place the fundamental conditions to counter wildlife crime.

The SADC Secretariat should develop a simplified toolkit for the use of CMPs in the SADC Region, with guidelines for establishing national policies and frameworks. Thereafter, Member State PA Authorities should develop national CMP policies and frameworks. This should clearly establish what type(s) of CMP partnership model(s) they are prepared to enter into – along the spectrum of delegation of management authorities. It should also outline a process for establishing, entering into, and managing a CMP (see Error! Reference source not found. for more detailed recommendations from the World Bank's CMP Toolkit). This will attract more support through CMPs of the type each Member State is comfortable with, minimise the investment in negotiating, developing and agreeing new CMPs, and improve management of CMPs and the partner relationships in particular.

Strengthening PA Law Enforcement

The IUCN Review of Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas[27] was developed using an inclusive process that gathered and analysed inputs from over 140 people working in wildlife law enforcement and then collated these into three simple site-level Strategies (that while not exclusive, emerged as the key packages of site-level law enforcement). Each strategy is then broken down into a series of key Management Needs that were identified by PA managers and professionals as being critical to success.

The three main site level law enforcement strategies identified are:

1. **Law enforcement patrols:** Optimizing the effectiveness of law enforcement patrols, with a particular focus on the capacity of the patrol staff.
2. **Law enforcement management**: Maximizing effectiveness of management, planning and implementation of law enforcement operations.
3. **Intelligence and investigations**: Implementation and integration of intelligence and investigations into law enforcement operations, leading to the arrest and prosecution of wildlife crime perpetrators.

The Table below shows the breakdown of Management need by Law enforcement strategy.

Seven years on since these were developed, the SADC Secretariat should work with the IUCN to review and update the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas' for the SADC Region states. This revision should be done together with the Member States and thus should be used as an opportunity for all Member States to share their lessons learned and to feel ownership of the revised Best Practice guidelines.

Law enforcement strategies	Management needs
Law enforcement patrols	1. Skilled and knowledgeable Rangers/Scouts 2. Experienced and competent patrol leaders 3. Suitable and sufficient equipment and supplies 4. Appropriate terms and conditions of service 5. Supported and incentivized patrol staff
Law enforcement management	1. Competent and effective leaders 2. Proactive and dynamic patrol strategies 3. Collection and use of patrol data 4. Effective management systems and infrastructure 5. Clear and consistent standards and procedures
Intelligence and investigations	1. Specialized intelligence and investigations resources 2. Comprehensive intelligence gathering 3. Efficient data management and analysis 4. Robust evidence handling and management 5. Competent case development and charging

Table 1: Management need by Law Enforcement category, from the IUCN Review of Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas

[27] David W. Henson, Robert C. Malpas and Floris A.C. D'Udine (2016). Wildlife Law Enforcement in Sub-Saharan African Protected Areas – A Review of Best Practices. Occasional Paper of the IUCN Species Survival Commission No. 58. https://portals.iucn.org/library/sites/library/files/documents/SSC-OP-058.pdf

Specific issues to be considered in reviewing and revising these Best Practice guidelines are:

- Building resilience to corruption within the Ranger/Scout corps,
- Any specific different requirement or strategies for the SADC Island States,
- The relationship between PA law enforcement and local communities,
- Incorporating safeguards, rights-based approaches, an understanding of the social contract of law enforcement, and how to build trust and legitimacy,
- Using conservation law enforcement to improve local governance and protect the rights of local communities in and around PA's,
- Incorporating more recent approaches to address Ranger Wellness,
- Incorporating newer approaches to building leadership, trust, and cohesion in Ranger/Scout/PA teams,
- Using improved law enforcement monitoring and spatial awareness tools (e.g., CMORE and EarthRanger) which allow real-time mapping of threats, law enforcement related assets and tagged wildlife,
- Leveraging other technologies to improve PA law enforcement, and
- Using spatial modelling to improve patrol planning.

Member State PA Authorities should evaluate the effectiveness of their PA law enforcement programs against the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas' and should develop and implement a national plan to improve the basics of PA law enforcement using this guide.

Finally, another under-utilised guide supporting PA law enforcement training is 'Anti-poaching in and around protected areas: Training guidelines for field rangers.[28]

3.1.2 Sub-objective 1.2: Reduce wildlife crime in Transfrontier Conservation Areas

Combating wildlife crime in TFCAs brings another major layer of complexity compared to working in national PAs. The international boundary/ies in a TFCA are a hard line that law enforcement officials cannot cross, but criminals can move across with relative ease. The specific challenges include:

- Operational units have different capacities, mandates, SOPs, and languages across borders,
- There are different legal systems, sometimes based on quite different legal structures,
- TFCA's are multiple land-use areas which increases the number and diversity of management bodies, often including several PA categories and Other Effective Area-based Conservation Measures (OECMs)[29],
- Real-time mechanisms to contact someone and share information cross-border in a timely manner in active poaching follow-ups,
- Sharing information and intelligence from active investigations cross-border,
- Extraditing individuals arrested on one side of the border after having committed a crime on the other side, and
- Mechanisms to transfer information, witness statements and exhibits cross-border so that they can still be evidentiary. There are lessons to be learned from mechanisms that are currently being developed in TFCAs to overcome these challenges:
- The GLTFCA has established four transboundary security nodes that group operational units across international boundaries and bring them together into joint security committees. These nodes have established joint security committees with joint security plans to better align operations, as well as to establish direct operational relationships to improve communications, trust, and the flow of information – including in real-time when necessary. These nodes are currently (2021) developing SOPs to allow for the exchange of information and intelligence, and for law enforcement personnel to cross borders in support of certain activities. The nodes are also developing sustainable resourcing plans to fund their joint operations, but also to look at options for sustainable funding. In the future they will seek to align their joint security efforts to the LEAP strategy. The nodes feed into the Joint Park Management Committee.
- KAZA's approach centres on Wildlife Dispersal Areas (WDAs), which are animal corridors between countries that have shown to be the main targets for poaching. Six WDAs have been identified. The WDAs are currently (2021) working together to establish law enforcement task forces with SOPs and terms of reference. These task forces are also operational bodies which help to align operations, improve communications, trust and the flow of information. At a central the KAZA Secretariat is working on tools and mechanisms to support efforts to combat wildlife crime, e.g., a central wildlife crime database, aligning legislation between countries, and building capacity among agencies that can

[28] Lotter, W.D., Roberts, K., Singh, R., Clark, K., Barlow, C., de Kock, R., Steiner, K., Mander, D., Khadka, M. and Guerrero, J. 2016. Anti-poaching in and around protected areas: Training guidelines for field rangers. Best Practice Protected Area Guidelines Series No. 01. https://www.internationalrangers.org/wp-content/uploads/Anti-poaching-Training-Guidelines.pdf

[29] For a definition and more information on OECMs, see https://www.iucn.org/commissions/world-commission-protected-areas/our-work/oecms

assist in wildlife crime detection such as customs. The KAZA Secretariat is developing a KAZA LEAP strategy to align with the SADC LEAP strategy.

- MAZA is using a model whereby they have established transboundary Rapid Response Units (RRUs), which are special law enforcement teams comprising officers from both countries. The RRUs respond to intelligence received on illegal activities related to poaching and illegal trade in wildlife and wildlife products. They have proven to be effective in making arrests and reducing poaching in both Zambia and Malawi. The RRUs also work closely with the community enforcement network, providing these units with greater capacity. Despite the RRUs facilitating trans boundary cooperation between Malawi and Zambia, challenges remain. The lack of harmonized policy between the two countries presents obstacles for repatriation of exhibits and suspects, corruption remains a challenge at all levels and the sustainability of cross border collaboration is questionable as much of the activity is donor funded.

The key principle to be learned from these three case studies is that law enforcement in TFCAs is improved when trans-boundary operational coordination bodies are established with the appropriate mandates, SOPs and joint plans to allow for aligned operations and information-sharing.

Recommended Actions under the SADC LEAP[30] :

- TFCA's should establish transboundary operational coordination bodies with appropriate mandates and SOPs to align operations, share information and improve communication and information sharing,
- TFCA's should work to establish local mechanisms to facilitate the transfer of exhibits and witness-statements for cases that fall within the TFCA, and
- The SADC Secretariat should support TFCA Secretariats to develop SOPs for how the SADC extradition protocol, or bilateral extradition treaties (if they exist), can be used in specific TFCAs – recognising that in all instances dealing with extradition processes requires working with the mandated judicial authority in each Member State.

3.2 MANDATED AND RECOMMENDED ACTIONS UNDER OBJECTIVE 1

	Mandated Actions under Objective 1	Who
1.7	Develop a simplified toolkit for the use of CMPs in the SADC Region, with guidelines for establishing national policies and frameworks	SADC Secretariat
1.8	Develop national CMP policies and frameworks	PA Authorities
1.9	Review and update the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas' specifically for the SADC Region	SADC Secretariat
1.10	Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP Strategy 2022-32	SADC Secretariat
	Recommended Actions under Objective 1	**Who**
1.1	Conduct regular (e.g., every 5 years) Governance evaluations of national PA systems	PA Authorities
1.2	Develop and implement leadership development plans for PA staff that include both training and longer-term mentoring	PA Authorities
1.3	Evaluate the effectiveness of PA law enforcement programs against the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas', develop and implement a national plan to improve the basics of PA law enforcement using this guide	PA Authorities
1.4	Establish transboundary operational coordination bodies with appropriate mandates and SOPs to align operations, share information and improve communication and information sharing	PA Authorities, TFCA Secretariats
1.5	Work to establish local mechanisms to facilitate the transfer of exhibits and witness-statements for cases that fall within the TFCA	PA Authorities, TFCA Secretariats
1.6	Support TFCA Secretariats to develop SOPs for how the SADC extradition protocol, or bilateral extradition treaties (if they exist), can be used in specific TFCAs	SADC Secretariat

[30] These recommended actions align with Component 1 of the SADC Programme for Transfrontier Conservation Areas, https://www.sadc.int/files/4614/2122/3338/SADC_TFCA_Programme_FINAL_doc_Oct_2013.pdf

3.3 Objective 2
PROMOTE SUSTAINABLE USE OF NATURAL RESOURCES AND COMMUNITY-BASED APPROACHES

Local community support is critical to combating wildlife crime in and around PAs and TFCAs and is fundamental in reducing wildlife crime outside PAs where wildlife is found. If local people are supportive of wildlife, then it becomes significantly harder for criminals to poach – both because of a lack of local support and because they stand the chance of being turned in to the authorities. However, local people typically bear the costs of living with or near wildlife, either through direct conflict (e.g., crop-raiding, livestock depredation or fears of personal safety) or opportunity costs (i.e., loss of access to land or a specific resource). Thus, local people need to see wildlife and PAs as a source of benefit to become supportive. This is compounded by the colonial legacy of most PAs in the region, which were typically established during the colonial era without consultation with local people – whose land may have been taken under dubious agreements to establish the PA.

At a minimum, PA managers should engage with local communities living in or near the PA. This will help to understand perceptions and feelings towards the PA, any human-wildlife conflict that may exist and has the potential for negative consequences (e.g., retaliatory killing, support for poaching, antagonism), and shared or aligned concerns or interests. Ideally though, PA managers should actively seek to build a constituency of support amongst the local community. In some cases, e.g., where wildlife exist outside National PAs and community wildlife management models are possible, or where a local community may be a co-management partner with a PA, then the PA managers will already be actively engaging with that local community as a partner.

Depending on the policy environment, the value of benefits available to accrue to local communities, and the size of the local human population, there are different options for how to engage with local communities to build a constituency of support for conservation in general, and for combating wildlife crime specifically.

3.3.1 Sub-objective 2.1: Implement Community-Based Natural Resource Management where appropriate

CBNRM systems enable direct community involvement in wildlife management. These work best when benefits that accrue from the wildlife resource (e.g., tourism revenues, hunting revenues, other types of concession fees) go directly to the local community under well-established transparent systems that clearly lay out rights, role, and responsibilities. Key conditions for CBNRM to work effectively include, i) an enabling policy and legal environment, ii) a recognised benefit-stream flowing the environment or from wildlife, and iii) a human population that is small enough so that benefits will be noticed or felt by most of the local population.

3.3.2 Sub-objective 2:1: Trial the First Line of Defence approach

The First Line of Defence (FLoD) methodology is an adaptive approach to help build community engagement in CWC initiatives.[31] It articulates, contrasts, and compares the assumptions, perceptions, and logic flows of communities and project designers/implementers that are engaging in CWC projects. It then aims to provide information to help better align interventions and strengthen community participation.

The process starts with Theory of Change (ToC) based on four possible pathways for community-level action:

1. Increase the cost of participating in IWT,
2. Increasing incentives for wildlife stewardship,
3. Decreasing the costs of living with wildlife, and
4. Increase non-wildlife-based livelihoods.

The FLoD methodology aims to make explicit and enhance all stakeholders' understanding of the logic, assumptions, and beliefs of CWC project implementers/designers and of communities who are targets, leaders or partners of those projects, and differences within communities, and between communities and project implementers/designers, in terms of their logic, assumptions and beliefs about how a project will work. As a result, the methodology may expose reasons for the success or failure of project components, thereby assisting project planning and implementation.

At the Joint Meeting of SADC Ministers Responsible for Environment, Natural Resources and Tourism held on the 25th of October 2019, under Decision 17 (SADC Law Enforcement and Anti-Poaching (LEAP) Strategy), paragraph 7.2.1.7(ii) The Ministers urged Member States to (b) report on the implementation of "Local Communities First Line of Defence in Combatting Wildlife Crime (FLoD)" guidelines as a tool to promote community engagement in management of natural resources.

[31] See https://www.iucn.org/regions/eastern-and-southern-africa/our-work/conservation-areas-and-species/local-communities-first-line-defence-against-illegal-wildlife-trade-flod

3.3.3 Sub-objective 2.3: Trial Community-Based Crime Prevention approaches where appropriate

Community-Based Crime Prevention (CBCP) is the use of community-based resources, such as people and information, to prevent crime, rather than relying on government or external agencies to provide those resources. This can be exceptionally effective, as local individuals have a deep knowledge of their area and the local risks and threats. CBCP often involves community members providing surveillance in their communities, e.g., through community watch, neighbourhood watch or citizen patrols. For community members to become involved in CBCP in support of PAs requires their viewing the PA as beneficial. This can occur when CBNRM systems are functioning.

However, there may be other opportunities to leverage CBCP efforts. If CBCP and conservation interests can be aligned then both parties can mutually benefit from working together, e.g., community interests to decrease local crime and violence align with conservation interests to reduce poaching and illegal resource extraction – both parties want to reduce criminality. Then we can expect community members to support CBCP interventions, because these interventions are of direct benefit to them in reducing crime in their local areas.

3.3.4 Sub-objective 2.4: Strengthen the engagement of local communities with tourism operators

Tourism in PAs should adhere to the principles of Sustainable Tourism, i.e., it should take full account of its current and future economic, social and environmental impacts, and address the needs of visitors, the industry, the environment, and host communities. To achieve this, it should:

1. Make optimal use of environmental resources, maintaining essential ecological processes and helping to conserve natural heritage and biodiversity,
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance, and
3. Ensure viable, long-term economic operations, providing socio-economic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.[32]

Achieving these well-intentioned objectives requires transparency, established systems for benefits to flow quickly and directly, and support to the process of engagement between local communities, tourism operators and government agencies. Tourism is seldom the panacea initially anticipated; however, it can still be a positive force within a conservation landscape. Achieving this requires a transparent system of engagement with local communities throughout the process, from conceptualisation, planning, tendering, negotiation, agreement, finalising concession agreements, to concession management – including transparency in finances. This also depends on the agreed benefits flowing as directly and as quickly as possible from the tourism operator to the local community. Typically, where Governments get involved in the flow of benefits from the tourism operator to the local communities this significantly slows down the flow of benefits, reduces transparency, increases concerns about corruption, and partly undermines the net positive benefit of the tourism operation.

National policies need be strengthened to promote transparency across the whole tourism management system, from the beginning, up to and including requiring more transparency from the tourism operators themselves into their finances. Mechanisms to engage local communities as part of this more open and transparent need to be developed or replicated from places where they have been trialled.

3.3.5 Sub-objective 2.5: Strengthen monitoring, management and transparency of hunting quotas and revenues

Trophy hunting is under increasing scrutiny internationally. Maintaining the net positive benefits of trophy hunting requires transparent systems which can show these benefits. This requires more transparency in counting wildlife, quota setting, and monitoring trophy numbers and quality, as well as tendering, finalising concession agreements, managing the concession agreements and the flow of concession and trophy fees, and the agreed benefit-sharing with local communities. The concerns raised in the section above about tourism benefit-sharing apply equally to hunting revenues and benefit sharing.

National policies and systems that improve transparency in quota setting and trophy monitoring, as well as how concessions and fees are allocated and managed, and benefits shared, need to be strengthened.

[32] UNWTO. 2021. Guidelines on Tourism and Sustainable Development. https://www.unwto.org/sustainable-development

3.4 MANDATED AND RECOMMENDED ACTIONS UNDER OBJECTIVE 2

	Mandated Actions under Objective 2	Who
2.3	SADC Secretariat to coordinate trialling the FLoD methodology with Member States and to report results accordingly	SADC Secretariat, PA Authorities
2.5	Develop and support domestication of 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)	SADC Secretariat, PA Authorities
2.6	Develop and support domestication of 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)	SADC Secretariat, PA Authorities
	Recommended Actions under Objective 2	**Who**
2.1	Support PA managers to establish regular local community engagement mechanisms to build relations and understand issues of concern to local people, as well as their perceptions of the drivers of wildlife crime	PA Authorities
2.2	Undertake iterative reviews of CBNRM systems nationally and identify opportunities to strengthen CBNRM implementation, especially around PAs where wildlife crime is of concern	PA Authorities
2.4	Where relationships with local communities are not positive, consider taking a CBCP approach and investigate issues of concern to local people which align with issues of concern to PA Managers to reduce wildlife crime (e.g., local criminality or local corruption), engage and see if a more positive relationship can be built	PA Authorities

3.5 Objective 3

STRENGTHEN NATIONAL COUNTER WILDLIFE TRAFFICKING OPERATIONS, JUDICIAL PROCESSES, AND LEGISLATION

At a national level there are at least four main areas which are key to reducing wildlife crime:

1. Providing a supportive environment and coordination for anti-poaching and area-based law enforcement,
2. Conducting CWT investigations and building cases for prosecution,
3. Supporting and strengthening the judicial process around wildlife crime, and
4. Strengthening legislation, policies, and associated frameworks.

3.5.1 Sub-objective 3.1: Strengthen national coordination and support for area-based law enforcement

The national PA Authority should set the overall strategic direction and operations framework for area-based law enforcement in both PAs and OECMs but should empower local managers to be responsible for operational implementation. This requires good communication, a clear operational framework to work within and a good reporting mechanism. These can all be kept simple.

The national PA Authority should develop and maintain key policies, procedures, and codes of conduct for area-based law enforcement staff and operations. These should be reviewed regularly against similar documents from elsewhere and considering any issues or anomalies which may have occurred nationally. One key area which may need work are developing social safeguards.

Social safeguards

Social safeguards are intended to prevent the potentially adverse impacts of conservation work on indigenous and local people, to manage the social risks of the work, and to promote social inclusion. They are becoming the norm for conservation work and are now required by almost all bilateral and multilateral donors. At a minimum two safeguard policies are needed:

1. Free, Prior and Informed Consent (FPIC) [33], which is required prior to the approval and/or commencement of any project that may affect the lands, territories and resources that local and Indigenous Peoples customarily own, occupy or otherwise use in view of their collective rights to self-determination and to their lands, territories, natural resources and related properties[34], and
2. A Grievance Mechanism that establishes a formal system that will allow victims and witnesses of misconduct a chance to report cases and lays out how the PA Authority will deal with these complaints in a structured manner.

Central Law Enforcement Monitoring

As far as possible all PAs should be collecting Law Enforcement Monitoring (LEM) data. This falls under the Law Enforcement Management strategy under Objective 1 above. These data should be aggregated centrally so that national trends can be tracked and the status of activities in individual PAs monitored. This should help to pick up developing problems early. A central LEM database can also provide data which can be used to report on international agreements as well as progress against the SADC LEAP strategy. As far as possible central LEM databases should be kept simple unless there is sufficient in-house capacity to run a complex database. A small amount of good data are better than a large amount of poor data.

3.5.2 Sub-objective 3.2: Enhance National Counter Wildlife Trafficking

When wildlife crime moves out of a PA or OECM, especially for high value products or products that are being smuggled transnationally, it typically moves into the realm of organised crime. Often, but not always, the mandate of the PA Authority changes once the wildlife product has left the PA, and other law enforcement agencies take primacy.

Wildlife Crime Units

CWT is one area where there has been significant success among some countries in the region. This was reviewed in the Situational Analysis[35] and is largely a result of the establishment of trusted Wildlife Crime Units (WCUs), which can be more broadly categorised as Intelligence and Investigations Units (IIUs), in several countries in the region. WCUs are successful when they are led by the Agency with the primary mandate and interest in tackling wildlife crime as a form of Organised Crime. This may be the Investigations Branch of the police, or it may be a specific branch of the Wildlife Authority if they have the mandate, or a combination of the two. Success has been occurring where WCUs are kept small, so corruption and information leakage is made more difficult, where there is good leadership, where there is a trusted local partner who is able to access flexible donor funding and then make this available to the WCU for operational support, and where the WCU works closely with the Prosecuting Authority to develop and build cases for successful prosecution. Thus, the WCU must be mandated appropriately to collect evidentiary material. WCUs are also able to act as the point of contact for transnational investigations (see Section 0 below).

Intelligence and analysis

Ample information on networks, individuals, and cases is collected by law enforcement personnel working in the PAs, OECMs and at a national level. Where necessary this information collection should be strengthened. This information should then all be collated in a national intelligence database that supports the WCU. Often, intelligence databases are then just used to provide further information on active cases or to help build evidence for a prosecution. However, a strategic and trained analyst will be able to use the intelligence to help target new investigations. This could be by identifying and prioritising the most important active network, or by looking for linkages between cases to identify corrupt enablers and other key facilitators. Improved analytical capacity to target priority networks, criminals and corrupt facilitators will result in significantly improved law enforcement outcomes.

National LEAP Task Force

Maintain National LEAP Task Forces as a coordination body between all entities with a role in combating wildlife crime. This body should not have oversight of the WCU, nor the intelligence unit, nor be involved in specific cases. The WCU should operate independently under its own mandate, and a National LEAP Task Force should support the WCU, and other bodies and agencies with a role in combating wildlife crime. It should help with developing and providing political support, strengthening, and aligning policy, legislation, strategies and plans across sectors, and coordinating operations and actions when asked.

3.5.3 Sub-objective 3.3: Strengthen judicial processes related to wildlife crime

All the actions prior have focused on preventing and apprehending poachers, traffickers and other criminal facilitators involved in wildlife crime. However, the judicial process where cases are prepared and prosecuted and then adjudicated is a critical part of the overall law enforcement value chain. A few SADC Member States, and some others in East Africa, have been focusing on strengthening judicial processes as they relate to wildlife crime and there are some good lessons and best practises to follow.

[33] FPIC consists of a series of international legal instruments including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the International Labour Organization Convention 169 (ILO 169), and the Convention onBiological Diversity (CBD), among many others. It can also be encapsulated in national law.

[34] http://www.fao.org/3/i6190e/i6190e.pdf

[35] Situational Analysis of LEAP Implementation, Emerging Trends and Challenges for Wildlife Crime in the SADC Region, https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

Ongoing training for Prosecutors and awareness raising with the Judiciary

Significant work in some SADC Member States has gone into training Prosecutors and raising awareness with the Judiciary on the importance of combating wildlife crime, and the specifics of national legislation. This engagement also focuses on the importance of combatting wildlife crime in protecting the environment, ensuring rule of law and good governance, and how wildlife crime drives criminality and corruption in remote areas. This has borne fruit in several countries, with improved case outcomes measured as conviction rates and severity of sentencing (see the Situational Analysis[36]).

This training and awareness-raising should be maintained and implemented across all remaining SADC Member States.

Rapid Reference Guides

Rapid Reference Guides (RRGs) for Investigators and Prosecutors have been developed in several SADC Member States. These guides provide brief descriptions of relevant laws and regulations, as well as ancillary statutes which may be applicable, e.g., conspiracy, firearms offences, anti-money laundering, tax evasion and anti-corruption. RRGs are designed to help investigators, case managers and prosecutors to build evidential cases against those accused of wildlife and related crimes.

RRGs can be expanded to include a broader suite of environmental crimes, e.g., forestry and marine crimes. They should also be rolled out more broadly across all SADC Member States.

Court Monitoring

Court monitoring helps to collect wildlife crime related data from the judicial process. This provides a baseline to, i) measure effectiveness of how laws are being implemented, ii) diagnose loopholes in the administration of wildlife law, iii) monitor how changes to laws roll out as well as the impact of training programs, iv) map current and emerging trends in wildlife crime, and v) guide reform interventions to strengthen law enforcement response. Almost all court monitoring programs have been established by a partner organisation working closely with a mandated national authority.

Court monitoring can be active (i.e., being present in the courtroom), or passive (i.e., collecting and analysing case records post hoc). Passive court monitoring is useful for collecting and analysing larger amounts of data from multiple cases and courts over time. Active court monitoring allows for a more nuanced understanding of the issues at play and is more useful to combat the possibility of corruption in high profile cases by making it actively clear that the case is being monitored.

Member States should strongly consider finding a mechanism to develop an active court monitoring system. This helps to understand how the judicial process is working regarding wildlife crime, to identify areas for improvement, and provides a mechanism to help combat possible corruption in critical high-value cases.

Judicial processes in remote areas

In remote areas where wildlife crime occurs, and cases are brought to remote rural courts, the focus should be more broadly on strengthening all judicial processes not just those related to wildlife crime. These areas typically have weak governance and improving judicial processes overall will help to reduce criminality in general and strengthen rule of law. This will most likely also help to reduce the drivers of wildlife crime in these areas.

3.5.4 Sub-objective 3.4: Strengthen legislation, policies, and associated frameworks

Almost all Member States have done significant work strengthening the policy framework, legislation, and implementing regulations that support strategies and actions to combat wildlife crime – this has been a major success of the previous LEAP strategy. Progress thus far is summarised under Section 3.1 in the Situational Analysis[37] that reviewed implementation of the previous LEAP strategy. This work should continue, with each Member State undertaking a critical analysis of current policies, legislation and implementing regulations to see if they remain appropriate or if revisions are needed to support implementation of the current best practise strategies and actions laid out in this revised LEAP strategy. This should be done by referencing the strategies, cross-cutting issues (e.g., combating and building resilience to corruption, linkages with financial and forestry crimes and investigations), mandated and recommended actions from this revised LEAP strategy, as well as by analysing and learning from the policy and legislative frameworks of other SADC Member States.

3.5.5 Sub-objective 3.5: National CWC Strategies

Each Member State should develop, or strengthen, a National CWC Strategy based on the structure of this revised LEAP Strategy and considering the cross-cutting issues raised. The strategic framework used for this revised LEAP Strategy should ideally be followed as far as possible so that other Member States and Partners can easily understand how another National CWC Strategy relates to their Strategy. However, these Strategies should be adapted, or even left out, as appropriate to each Member State's local context, the wildlife crime issues it is facing, the specific mandates it gives to its various agencies, and its capacities. Developing or revising the National CWC Strategy should be initiated by the Member State's LEAP focal point through their agency and overseen by the appropriate mandated agency in that Member State, with coordination and support from the National LEAP Task Force.

[36] https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

[37] Situational Analysis of LEAP Implementation, Emerging Trends and Challenges for Wildlife Crime in the SADC Region, https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

3.6 MANDATED AND RECOMMENDED ACTIONS UNDER OBJECTIVE 3

	Mandated Actions under Objective 3	Who
3.10	For countries without WCUs, develop and establish a national WCU, in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs	PA Authorities, SADC Secretariat
3.11	Establish a national wildlife crime intelligence database linked to the WCU	PA Authorities
3.12	Develop or update (as necessary) Rapid Reference Guides for investigating and prosecuting wildlife crime (can be extended to forestry and marine crimes	Prosecuting Authorities
3.13	Develop, or strengthen, the National CWC Strategy based on the strategic framework of this revised SADC LEAP Strategy	LEAP focal point, PA Authorities, National LEAP Task Force
	Recommended Actions under Objective 3	**Who**
3.1	Develop and maintain key policies, procedures, and codes of conduct for PA law enforcement staff and operations, these should be reviewed regularly	PA Authorities
3.2	Develop and roll-out safeguard policies that establish a FPIC process and a Grievance Mechanism	PA Authorities
3.3	Establish and maintain a simple central PA Law Enforcement Monitoring database	PA Authorities
3.4	Develop the intelligence analytical capacity to actively identify and target priority networks, corrupt enablers, or facilitators	PA Authorities Wildlife Crime Units
3.5	Maintain National LEAP Task Forces as a coordination body between all entities with a role in combating wildlife crime	Min of Environment or equivalent
3.6	Maintain ongoing training and engagement programs with Prosecutors and with the Judiciary	PA Authorities
3.7	Consider developing a Court Monitoring system	PA Authorities
3.8	Encourage area-based conservation managers to support and strengthen rural courts in their areas	PA Authorities
3.9	Undertake a critical analysis of current policies, legislation and implementing regulations to see if they remain appropriate or if revisions are needed	PA Authorities National LEAP Task Force

3.7 Objective 4
IMPROVE TRANSNATIONAL AND REGIONAL COLLABORATION TO REDUCE WILDLIFE CRIME

Wildlife criminals take advantage of international borders in multiple ways, including: i) poaching high value species in a neighbouring country and then crossing the border to avoid follow-up operations, ii) trafficking goods out of a neighbouring country where the product's possession and/or movement might not be illegal, or where detection systems or law enforcement and judicial systems might be weaker, iil) using known corrupt networks in a neighbouring country for protection or to help export items, and, iv) because the flow of law enforcement information across borders is generally poor, and the challenges of extraditing a criminal or building a case in a jurisdiction where it did not occur, make follow-up action less likely to happen. However, once the value chain of wildlife crime, particularly of specific networks, is better understood transnationally then the incentives for national agencies to collaborate and work transnationally increase as it becomes clearer how law enforcement action in another country should help to reduce organised crime locally.

3.7.1 Sub-objective 4.1: Support transnational and regional collaboration and legal processes to combat wildlife crime

The Situational Analysis[38] that reviewed implementation of the previous LEAP strategy found that most successful trans-national operations to combat wildlife crime came about when there was direct engagement between the relevant national mandated authorities. This held whether it was WCUs or IIUs tackling wildlife trafficking, or PA or OECM area-based law enforcement managers working in TFCA's or in wildlife areas close to national borders – typically tackling poaching or first levels of trafficking. Most successes occurred when individuals in these agencies knew each other personally and had built relationships and trust over time, as well as a shared understanding of the relevant wildlife crime value chain and the networks they were combating.

Transnational wildlife crime value chains

Transnational and regional engagement necessarily involves disparate agencies and authorities. To avoid assumptions about background understanding of what may be a new crime challenge for individuals who have not worked in tackling wildlife crime before, and to help plan appropriate and priority actions, simple explanations or diagrams of the trans-national wildlife crime value chains need to be developed, updated, and regularly shared for the network or crime type under discussion. This helps to share the current understanding of where products are being sourced, how they are being trafficked, which individuals or groups are involved, where there may be overlap or convergence with other crime types, where corruption is playing a role, and where the financial crimes are occurring. This then allows national law enforcement agencies to identify points along the value chain where they can take coordinated action within their jurisdictions that can help to dismantle or degrade that network, and this helps to show how small specific actions can have a much broader impact.

Direct engagement between WCUs

Mandated WCUs operating nationally should have regular direct contact with similar WCUs working in neighbouring countries, as well as those elsewhere in the region which are relevant to them because of how the wildlife crime value chain they are working on operates regionally. A preferred mechanism to achieve this is for donors to make travel and operational funds available to national WCUs to work with their counterparts in the region on specific cases – which helps to build trust and a shared work dynamic. Occasional small and focused meetings or trainings can also help to achieve this, or at least can help with initial introductions – although care should be taken not to over-burden small and under-staffed units with too many meetings that take staff away from their core duties. This could take the form of small annual or biannual sub-regional meetings between WCUs to help build and maintain relationships.

If there are sensitivities about direct engagement between WCUs and individuals within the WCUs, then SOPs can be developed to clarify the types of information that can be shared, and the mechanisms required for sharing other more classified information.

Sub-regional CWC platforms

There is a desire among the SADC Member States for improved CWC coordination between them. This is certainly a function that the SADC Secretariat can play (see Sub-objective 4.2 below). Whilst it makes conceptual sense to try and regularly bring together all SADC Member States to discuss wildlife crime and build relationships, in reality this is expensive, logistically challenging and may have limited benefits for most Member States as specific wildlife crime types which are not relevant to all Member States can dominate proceedings.
Another mechanism to achieve this is for smaller self-organised sub-groupings of Member States to establish sub-regional CWC platforms that meet regularly. These should ideally be based around wildlife crime value chains or specific wildlife crime types that are relevant to all Member States in that sub-regional platform. One example of this already exists, where the wildlife authorities of Malawi, Mozambique, Tanzania, and Zambia have been meeting biannually since 2018 to discuss sub-regional wildlife crime issues and to build and maintain relationships. This sub-regional platform has joint SOPs that were signed by the Directors of the Wildlife Authorities. This platform has renewed donor support until 2025 and will meet biannually both in-person and virtually.

The SADC Secretariat and Member States should actively work with partners to identify and establish relevant sub-regional groupings based around specific wildlife crime types or transnational wildlife crime value chains. These sub-regional CWC platforms should meet regularly to build a shared understanding of the wildlife crime value chains they are working to address, to share relevant information, and to build relationships and trust. Priority case-specific information and intelligence may not be shared within these platform meetings and may only be shared bilaterally, however, these platforms can build the trust and working dynamics to allow this to happen.

[38] https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

SADC-TWIX

The SADC Trade in Wildlife Information Exchange (SADC-TWIX) system had its mandate established under the previous LEAP strategy[39]. The tool consists of two components: a secure mailing list enabling relevant agencies to communicate with each other in real time, and a website that holds useful resources, such as training materials, identification guides, and a centralized database of wildlife seizures made by the participating SADC Member States. It's key to note that SADC-TWIX works to facilitate information exchange and promote collaboration among law enforcement working on CITES-related wildlife crime. It is not an intelligence database nor an intelligence-sharing mechanism, and this tool does not hold nominal data.

SADC-TWIX plays a key role in connecting officials and making shared resources available to all agencies working to address wildlife crime, including wildlife authorities, police, customs, judiciary, and other agencies with relevant law enforcement mandates. This helps to build a shared understanding of wildlife crime value chains. It also provides opportunities for interagency collaboration and co-ordination, both with and among Member States, and can be a starting and initial access point for Member States who may not have actively engaged in tackling wildlife crime yet, e.g., SADC-TWIX helped to facilitate investigations between Customs agencies in Mauritius and Madagascar.

Support for SADC-TWIX needs to be maintained and it should be used as the central repository for seizure information, guides, training materials and other tools across the region. Management of SADC-TWIX is done by TRAFFIC on behalf of SADC Member States[40] with the support of the SADC Secretariat. Agencies and individuals need to actively engage with SADC-TWIX to see the benefits.

SADC Protocols on Mutual Legal Assistance and Extradition

The SADC Protocols on Mutual Legal Assistance (MLA)[41] and Extradition[42] provide significant support for cooperation on these matters between Member States. The SADC Protocol on MLA, signed in 2002 and which entered into force in 2007, extends to Member States the widest possible mutual legal assistance within the limits of the laws of their respective jurisdictions. The Protocol provides common rules regarding assistance in criminal matters, and Member States have agreed to assist each other in investigations, prosecutions, and proceedings in a criminal matter, without regard for whether the act committed would be a criminal matter or not in the State being requested for assistance. The Protocol provides guidance on how such assistance will be given, the authorities responsible and grounds on which such assistance can be denied.

The SADC Protocol on Extradition, signed in 2002 and which entered into force in 2006, enables Member States to extradite any person within its jurisdiction who is wanted for prosecution or the imposition or enforcement of a sentence in the requesting Member State. The Protocol outlines extraditable offences as well as procedures to be followed. The Member States have agreed to speedy responses and cooperation to assist the prevention of crimes and eliminate security threats by mutual assistance on matters of extradition.

Recognising that the lofty descriptions of these Protocols often fall short in the real world when under-staffed and under-funded agencies struggle to fulfil these requirements, and where corruption can draw out these processes with multiple roadblocks, they nonetheless exist, contain quite detailed and useful provisions, and should be called into use whenever possible. Relevant guides on how to best use these Protocols to combat wildlife crime should be developed and shared with SADC Member States and key partners.

3.7.2 Sub-objective 4.2: Facilitating and coordinating transnational collaboration and cooperation – the role of the SADC Secretariat

The previous LEAP strategy called for the SADC Secretariat to establish a Wildlife Crime Prevention and Coordination Unit with three new positions. Whilst this made sense at the time, when most national CWC work focused on the lower ends of the wildlife crime value chain, this Unit was never established due to lack of funding and support. CWC funding has rather been focused on national level initiatives, with some notable successes. Almost all the major transnational CWC law enforcement successes over the last five to six years have come from countries engaging directly with each other on sensitive cases.

Thus, the SADC Secretariat does not need to play a role coordinating and sharing intelligence, crime-related information and supporting case development, but rather should rather revise its role in this LEAP Strategy to focus on facilitating collaboration and coordination between Member States, particularly the WCUs, other relevant national mandated agencies, and international law enforcement related bodies (e.g., CITES, Interpol, LATF, WCO, etc.), as well as facilitating

[39] See: https://www.sadc-twix.org

[40] This was approved by participating agencies during Johannesburg workshop, 4-5 September 2018 https://www.sadc.int/files/4315/3987/4649/Inside_SADC_September_2018_mail.pdf

[41] https://www.sadc.int/documents-publications/show/807

[42] https://www.sadc.int/documents-publications/show/817

Actions under this revised SADC LEAP, and helping to establish frameworks for policies and protocols that have proven to be useful in CWC (e.g., on establishing and managing CMPs, and the Best practice wildlife law enforcement guidelines). Co-ordination for LEAP activities between Member States already exists within the SADC Secretariat, from within the Organ and within FNR. However, it is proposed that a support position is added to both, i) support implementation of SADC Secretariat Actions laid out in the Action Plan, and ii) support Member State coordination and where necessary their implementing actions drawn from the frameworks developed by the SADC Secretariat.

SADC LEAP Support

Under this revised SADC LEAP Strategy 2022-32 the SADC Secretariat is tasked with the following responsibilities:

1. Implementing all actions assigned to the SADC Secretariat, which include developing and preparing numerous frame works, guidelines, and tools to support Member States in implementing certain actions according to their own con texts and capacities,
2. Supporting Member State to implement their actions,
3. A coordination and facilitation role to enhance learning, sharing and information exchange between Member States, and
4. Gathering and collating information from the Monitoring and Reporting Tool and reporting back to Member States with a synthesises report.

These responsibilities fall to officials in existing roles within the Food Agriculture and Natural Resources Directorate (FANR) and the Organ on Politics, Defence and Security. These two Directorate's within the SADC Secretariat share responsibility for implementing the SADC LEAP Strategy.

To effectively deliver on the responsibilities listed above, the SADC Secretariat needs to develop Terms of Reference listing and describing the specific tasks to be undertaken. This will also ensure that all SADC LEAP actions and activities are implemented timeously, that regular quarterly communication with all SADC LEAP focal points is maintained, that the simplified monitoring tool is used, and that Member States reports are assimilated, and timely feedback is given from the SADC Secretariat to all Member States.

Specific tasks to be included in these ToR include inter alia:

- Leading on implementation of all actions assigned to the SADC Secretariat,
- Supporting and facilitating Member States to implement their actions,
- Facilitating engagement between Member States so that they can work directly on CWC issues and actions – either bilaterally or in small groups.,
- Engaging with ALL Member State LEAP Points of Contact (POC) at least quarterly to have close and strong relationships with these POCs so that they make use of the SADC Secretariat to help facilitate and coordinate engagement with other Member States on CWC issues and actions,
- Leading on developing the regional frameworks, guidelines, and tools assigned to the SADC Secretariat to develop,
- Facilitating communication between sub-regional blocks of Member States who may be interested in establishing sub-regional CWC platforms and helping to broker these sub-regional groups to become established and operational,
- Helping to broker bilateral and multilateral contact between WCUs,
- Identifying emerging trends and issues in wildlife crime that are occurring in or are relevant to the region, and helping to disseminate information on these to all Member States,
- Engaging with Member States to gauge interest / need to work with other regional blocs which are important to CWC work in the SADC region (e.g., ASEAN), and
- Collecting information and coordinating reporting for the LEAP reporting tool, analysing this information, and sharing final reports with Member States and all other relevant parties.

3.8 MANDATED AND RECOMMENDED ACTIONS UNDER OBJECTIVE 3

	Mandated Actions under Objective 4	Who
4.4	Develop and share guidelines on using the SADC Protocols on Mutual Legal Assistance and Extradition to support CWC work	SADC Secretariat
4.5	Develop clear guidelines for SADC LEAP support and coordination by the SADC Secretariat	SADC Secretariat
4.1	Support WCUs to engage directly with counterpart WCUs in other regional countries – either on specific priority cases, or to meet occasionally	Donors, PA Authorities
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains	Donors, SADC Secretariat, PA Authorities
4.3	Maintain support for SADC-TWIX, including active engagement by all relevant national authorities	Law Enforcement Authorities, PA Authorities, Donors
	Actions under Objective 3	**Who**
4.1	Support WCUs to engage directly with counterpart WCUs in other regional countries – either on specific priority cases, or to meet occasionally	PA Authorities
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains	SADC Secretariat, PA Authorities
4.3	Maintain support for SADC-TWIX, including active engagement by all relevant national authorities	SADC Secretariat, Law enforcement Authorities PA Authorities

4. Cross-cutting Issues for the SADC LEAP Strategy

4.1 Cross-cutting issue 5.1
REDUCING AND BUILDING RESILIENCE TO CORRUPTION

Corruption is integral to wildlife crime, particularly wildlife trafficking where high-value products are moved to markets, often across international borders. In general, organised crime depends on corruption and the two are inextricably linked – either for protection against law enforcement action, or for access to certain goods or markets, or to facilitate the movement of products. In wildlife crime corruption can occur from the site-level (e.g., facilitating access to poach), to facilitating the trafficking of wildlife products (e.g., private sector officials mis-declaring shipment contents, or government officials allowing transit of illicit goods), to protecting key criminals or networks (e.g., evidence being 'lost' or judicial officials influencing case outcomes).

Typically, responses to corruption focus on two primary approaches: first, identifying weaknesses where corruption can occur and putting in place tighter systems to combat these weaknesses, and second, investigating and prosecuting corrupt officials. These traditional, individualist conceptions of corruption and the technical, legalistic responses that they lead to, do not adequately consider the ways in which peoples' behaviours are modified by their in-group identities and the norms and values of the society around them. Rather, they focus on increasing the likely costs of being detected, whilst also increasing the difficulty of undertaking the act, and thus the likelihood of being detected. However, to both reduce corruption and build resilience to it we need broader programming that considers how human behaviour is socially mediated. This is particularly important in the SADC context where weak governance, a decline in the rule of law and increasing corruption are endemic, as well as an increase in social media use that highlights consumerism and conspicuous consumption as a social value. Thus, an effective anti-corruption strategy must address more than just the technical processes through which corrupts acts can be carried out, and should also work to:

- Change individuals' perception of corrupt acts as acceptable or socially accepted,
- Change intra-group norms and values regarding corruption, and/or
- Change the broader societal narrative around corruption and its acceptability.

A more nuanced approach to reducing corruption and building resilience can be achieved by focusing on a combination of five key approaches:

1. Investigating & prosecuting corruption,
2. Exposing corruption,

3. Organisational development and strengthening systems,
4. Focusing on Organisational values and culture and individual integrity, and
5. Utilising lessons from Behavioural Sciences.

In a little more detail, the following are key points to achieving this:

- Effective investigation and prosecution of corruption in wildlife crime relies on an independent and proactive law enforcement and judicial system. This is helped by establishing or strengthening an independent, specialised anti-corruption agency/unit, which demonstrates commitment to fighting corruption, and through publicising progress and successes, builds trust amongst public/staff and acts to deter potential perpetrators. Proactive intelligence led investigations allow law enforcement agencies to compete in the inevitable 'arms race' against organised crime net works who depend on corruption to operate and continually adapt to new measures (but remain susceptible to well-established and well-resourced law enforcement investigations measures).
- Through experiences, precedent, and targeted communications, change the narrative that wildlife crime and associated corruption is 'low risk, high reward' by ensuring that perpetrators face sufficient penalty and no reward – including through financial loss.
- Increased transparency of processes within organisations is a vital part of reducing corruption within organisations but is only effective if implemented alongside other anti-corruption and organisational strengthening initiatives – including authentic values-based leadership initiatives. In addition, transparency within organisations works to reduce corruption when there are mechanisms in place for employees or the public to use the information to hold officials to account. Importantly, neither exposing corruption nor increasing transparency is without risks, and both must be carefully considered within specific contexts and goals and should use 'do no harm' principles.
- A stepwise, risk management approach to building resilience in an organisation will limit an organisation's vulnerability to corruption[43].
- As a collective behaviour, corruption may persist in an organisation due to shared attitudes, beliefs and social pressures, and thus strengthening an organisation's culture and values is key to effective implementation of anti-corruption measures
- Cultivating both individual and institutional values and ethics is needed in the long term to instil behaviours that are resistant to corruption and contribute to developing a more ethical society. Values-based leadership approaches and focusing on supportive and interconnected teams can help to achieve this.
- At its core, corruption occurs when humans make choices and engage in certain behaviours. Incorporating insights from behavioural sciences into an anti-corruption program will greatly increase the likelihood that it will be effective. For example, corruption is easier to justify than other forms of crime, particularly violent acts, as it may feel more 'distant' from the negative outcomes, so it is very important to find ways to 'shorten the distance' between an individuals' choice to engage in corruption and the negative outcomes that behaviour has on society, as this will weaken an individual's ability to justify that behaviour. Also, people overestimate the likelihood of low-probably events and underestimate the likelihood of high-probably events, thus it is possible to create the impression that anti-corruption investigators are omnipresent, and that the chance of detection is near 100%. Finally, people are more motivated by small, frequent rewards than by large, infrequent ones, thus anti-corruption programs should have frequent 'touchpoints' with organisational staff, these interactions should be both supportive of 'good' behaviours that build resilience to corruption as well as threatening of corrupt acts.
- The functional needs that any corrupt behaviour is meeting need to be understood before any efforts to remove that behaviour are initiated. Anti-corruption specialists often use the maxim 'do no harm', as sometimes programs that do not fully understand the local context can result in negative outcomes for those within the organisation.
- Critical reflection helps organisations grow, and thus, an adaptive, relevant, and expert-driven monitoring and evaluation strategy is vital. This strategy should not only focus on the actions being implemented but also on the social and power dynamics within the organisation.

It is recommended that all organisations working to combat wildlife crime incorporate anti-corruption programming into their actions in recognition of the central role that corruption plays in wildlife crime. However, to be successful in the current low governance environments endemic to the region, anti-corruption programs need to move beyond only addressing traditional approaches and engage with individuals' motivations, ethics, and values by strengthening the culture, ethics and values of the organisations where people work, and the management and leadership styles in particular. To some extent any action that builds cohesion, creates a sense of belonging and rewards positive values-based behaviours within the staff of an organisation will be helping to reduce corruption and build resilience to it.

[43] UNODC have developed an excellent tool for this approach, see: United Nations Office on Drugs and Crime (UNODC). (2019). Scaling back corruption: A guide on addressing corruption for wildlife management authorities. United Nations, Vienna, https://www.unodc.org/documents/Wildlife/19-08373_Scaling_Back_Corruption_ebook.pdf

4.2 Cross-cutting issue 5.2
WILDLIFE CRIME IN THE MARINE ENVIRONMENT

Wildlife crime in the marine environment can present in different ways, often requiring different law enforcement and anti-poaching approaches. A few key best practices have been identified to combatting wildlife crime in the marine environment. These include: i) inter- and/or multi-agency collaboration, ii) long-term monitoring and sharing of information (from species population abundance to court case monitoring), iii) the implementation of anti-corruption measures, iv) improved integrative investigative capacity, and v) strong regional cooperation.

One of the greatest threats facing the conservation of marine resources is illegal, unregulated, and unreported (IUU) fishing. It is a global challenge, resulting in the loss of billions of potential revenues as well as having a devastating long-term impact on populations of fish (and other marine life) and food availability. Coastal member states in the SADC region are particularly vulnerable to IUU fishing due to poor monitoring, compliance, and security capacity.[44]

Opportunistic overfishing occurs frequently in most African coastal countries. Examples of the kind of IUU fishing challenges in SADC coastal states include artisanal, highly dispersed activities where fisheries are also of significant importance for livelihood security. In addition, high value marine products such as shark fin, abalone and sea cucumbers are targeted by TOC networks to supply high end markets in Asia. This illegal trade is characterized by highly lucrative commodities, and similar source, market, and destination countries, and links to other serious organized crimes.

Proactive and dynamic law enforcement patrol strategies can assist investigations and help in reducing these kinds of crimes. However, many countries do not have the resources for at sea patrols and surveillance along vast coastlines and large exclusive economic zones that are vulnerable to exploitation.[45] In a comparative analysis of policies regarding IUU fishing in five SADC coastal states, Sjöstedt and Sundström[46] found that national capacities to implement and enforce the existing (national and regional) regulations fundamentally condition their effectiveness. Thus, strengthening national capacities to enforce regulations is one approach but the context of the country is vital, and additional measures must be considered, considering the dependence of local communities on marine resources for livelihoods.

Regional collaboration as well as inter- and/or multi-agency collaboration is needed to tackle the multi-faceted nature of overfishing and related criminal activities. Abalone poaching in South Africa is a key example, where for the last 20 years, gangs have operated along the coastline to harvest and process abalone illegally for the Asian market. A significant factor in the abalone trade is that, outside of South Africa, it is unregulated, and therefore can be easily and legally traded from neighbouring countries. Regional cooperation is therefore imperative for conservation and enforcement efforts. Similarly, the smuggling of sea cucumbers from Tanzania to Zanzibar where they are legally exported, highlights the importance of regional awareness, information sharing and the harmonization of legal frameworks. The highly organized nature of these kinds of operations and the large number of people involved, requires a proactive, intelligence-led approach to apprehend traffickers and dismantle networks. However, in the case of abalone, (and many natural resources where communities have historically benefited or relied on these resources) it is not entirely a law enforcement issue. Instead, the challenges in the source country or community reflect a broader, social and economic issue that requires collaborative governance and social approaches in conjunction with investigations. Challenges around poverty alleviation for example and addressing the socio-economic issues that give rise to poaching on the supply side need to be addressed, as well as potentially the implementation of behaviour change approaches on the demand side.

Other examples of organized criminal networks operating off the shores of SADC member states highlight the challenges with transnational crimes in the marine environment and the importance of global and regional cooperation. The migratory nature of many commercially valuable marine resources, for example shark species, makes it harder for countries to tackle in isolation. Investigation and law enforcement responses tackling international criminal syndicates operating on the high seas, for example, require a wide transnational cooperative effort. Efforts are further complicated by legal fishing agreements between countries, whereby boats of one nationality can be licensed and flagged to another country, potentially with more lenient regulations. Loopholes are then exploited by criminal networks operating illegally to evade detection. The case of The Thunder is a key example, whereby a boat poaching Patagonian toothfish in the Antarctic was chased for 110 days by the non-profit environmental group, Sea Shepherd, until it sank off the coast of Sao Tome and Principe. The Thunder operated under numerous different flags, and the investigation spanned five continents, before the boat sank, and the perpetrators were apprehended. The challenge of policing international waters remains, and global cooperation is necessary to alert governments to an issue and ensure collaboration.

In another case, South African West Coast Rock Lobster was poached heavily in the 1990's by a small fish-

[44] Sjöstedt and Sundström. 2013. Overfishing in Southern Africa: A comparative account of regime effectiveness and national capacities. Journal of Comparative Policy Analysis: Research and Practis 15 (5): 415 - 431

[45] https://www.pewtrusts.org/en/research-and-analysis/issue-briefs/2017/12/how-to-end-illegal-fishing

[46] Sjöstedt and Sundström. 2013. Overfishing in Southern Africa: A comparative account of regime effectiveness and national capacities. Journal of Comparative Policy Analysis: Research and Practis 15 (5): 415 - 431

ing company. The company harvested far more than legal quotas for 14 years and underreported their catch to the authorities. They bribed fisheries inspectors to assist them in their overharvesting and submitted false export documents to transport the catch to the market destination in the United States. The company was finally caught through an investigation that included a single tip off to the investigatory body about a container in Cape Town harbour holding illegal lobster bound for New York, and a seizure by the US of another container of illegally caught fish by the same company. Due to the US Lacey Act, which regulates the import of protected species, the perpetrator was apprehended and convicted in the United States – requiring the company to pay USD 37 million in restitution to the South African government to compensate for the damage done to the coastal ecosystem.

In addition to regional cooperation and information exchange between countries, Stop Illegal Fishing (2016) suggest further practices that contribute towards the investigations of IUU fishing including[47]: integrated investigative capacity, well-trained fisheries professionals, port state measures and inspection capacity, as well as the procedures and capacity for applying the port state measures and inspections in place. Specialized intelligence and investigations capacity is an important best practice. Court case monitoring is needed to track progress and ensure cases remain a priority. It also helps ensure that when cases are dismissed due to technicalities and loopholes or flaws in the legal framework, trends can be tracked to identify if this is an ongoing concern, and legislative changes lobbied for and adopted. Court case monitoring can also highlight common issues relating to evidence collection management, including crime scene management or a lack of awareness of the serious nature of wildlife crimes by the judiciary. Where possible, specialist prosecutors and a judiciary aware of the consequences of fisheries violations can ensure that the most appropriate charges are brought, and appropriate penalties applied. Specialist courts have been successful in the past achieving this[48], however, funding is a challenge to the continued operation of such courts.

4.3 Cross-cutting issue 5.3 POISONING OF WILDLIFE

Poisoning wildlife for poaching and as retaliation in response to human wildlife conflict (HWC) is widespread across the region (*see map above*[49]) and has been increasing in frequency across the region[50]. Poisons are used by poachers to target high value species like lions (by using carcass baits) or elephants (by using cyanide in waterholes, or in fruit or loaves of bread left on the ground or hanging from trees), as well as for bushmeat and fish harvesting, and for harvesting animals for traditional uses. Poisoning is also used in retaliation for severe human-wildlife conflict (e.g., poisoning a recently killed domestic livestock carcass to kill the predators when they return), and sometimes to mask poaching events by killing sentinel species (e.g., poisoning elephant carcasses to kill vultures and delay the detection time of the carcass). Populations of scavengers, particularly vultures, have been decimated by poisoning in some areas.

Poisoning is indiscriminate and often kills many other individuals of multiple species. Poisons left for wildlife are also a threat to local people, especially when used in local water sources. Poisoning is indiscriminate and often kills many other individuals of multiple species. Poisons left for wildlife are also a threat to local people, especially when used in local water sources.

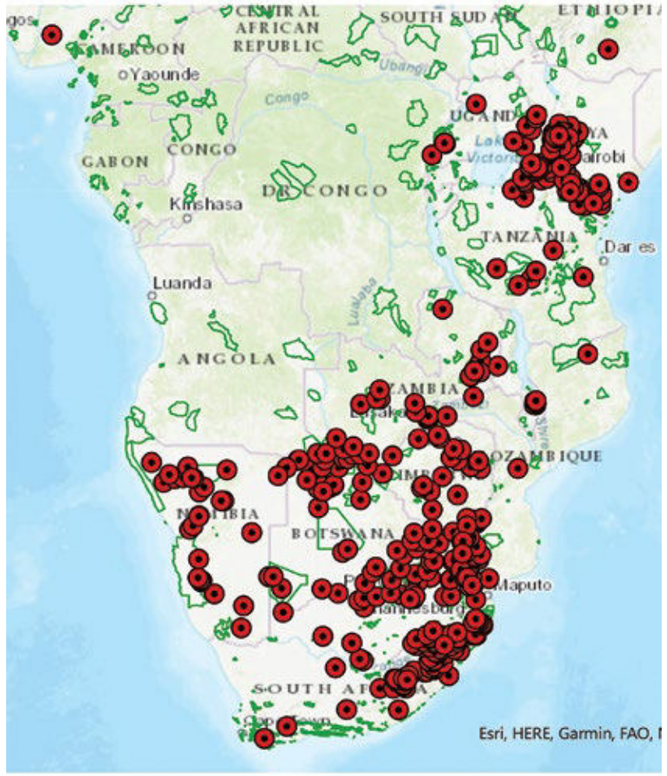

Figure 4: Map of 588 poisoning incidents in the region reported to the African Wildlife Poisoning Database (1961-2020)

The most common poisons used in the region are from the group known as highly hazardous pesticides which are used as agricultural pesticides, and include Aldicarb, which is branded as Temik and known colloquially as 'two-step', and Carbofuran. Cyanide, which is used in mining, particularly artisanal gold mining, is also used.

There are no easy solutions to the use of poisons for killing wildlife, however, a lot that can be done to improve control, law enforcement response and to raise awareness of the problem amongst key groups. Banning certain pesticides or poisons, improving regulations, controlling distribution, and ensuring that the use of poisons to kill wildlife is criminalised, are key steps. However, in many places this moves the distribution and sale of the poisons underground, and they are then often imported illegally from neighbouring countries. Increasing awareness of the use and danger of poisons amongst law enforcement and the judiciary can help with better enforcement and stiffer penalties for offenders. Training for first responders to wildlife crime scenes will ensure that they can protect themselves and collect evidence appropriately. Raising awareness amongst local people of the dangers of poison use in their ecosystems, especially water systems, can help with reducing social acceptance for poison use. Finally, increasing national and international awareness of the problem can help to decrease social acceptance and improve support.

4.4 Cross-cutting issue 5.4 ONE-HEALTH APPROACH

The One-Health approach interconnects the health of animals, people, plants, and the environment. This integrative approach recognizes this fundamental relationship and works to ensure that the design and implementation of key programmes, policies, legislation, and research involve multiple sectors working together to achieve better public health, biodiversity, and environmental outcomes. Health and wildlife experts have warned us for decades of the public health risks associated with people mixing with wildlife, including through habitat destruction, illegal or poorly regulated wildlife trade, and markets that bring together wild, captively bred, and domesticated animals[51]. When left alone, wildlife poses no risk to human health – the risk comes from how we, as people, interact with wildlife.

Since the outbreak of the COVID-19 pandemic significant work has been put into understanding the source of the spill-over of this zoonotic disease from animals to humans, but to-date the specific animal host, and whether this was linked to legally or illegally traded wildlife remains unknown. However, this pandemic has made clear that the risks associated with the IWT in the transmission of zoonotic diseases to humans have not been adequately considered and integrated into international surveillance, biosafety, and security efforts.[52]

In the SADC region, arguably the best way to prevent the spill-over of zoonoses to humans is to curtail high-risk human activities in wildlife areas, these include habitat destruction and associated interactions with wildlife, the consumption of wildlife, and poaching of wildlife for other uses.[53] However, this can only be achieved by equitable and sustainable development activities that address the functional needs of these activities for local people. Potential geographic sites of pathogen reservoirs, as well as how environmental and socioeconomic changes correlate with disease emergence, could be identified and these sites prioritised for surveillance and intervention. Thus, work being done to address the drivers of wildlife crime in remote sites will help to address this potential spill-over, and this work could gain from being framed through a One-Health lens, i.e., reducing habitat destruction, poaching and consumption of wildlife, and interactions between humans, livestock, and wildlife, is helping to reduce the risk of zoonotic transmission of new diseases to humans and livestock.

Further, there are worrying reports from across the region of specialist collectors targeting isolated populations of rare and/or endangered species, including various reptiles, insects, fish, birds, and small mammals, either for the pet trade, for personal collections, or sometimes for consumption. Framing this type of poaching or collection as a One-Health issue, which is significantly increasing the risk of transmission of zoonoses to humans, should help to build support amongst local people and national law enforcement agencies for efforts tackle and stop this trade.

[47] Stop Illegal Fishing (2016) FISH-i Africa: Issues, Investigations and Impacts. Gaborone, Botswana.

[48] https://www.iol.co.za/news/south-africa/future-of-sas-green-court-in-the-balance-274307

[49] The Endangered Wildlife Trust and the Peregrine Fund, 2020, The African Wildlife Poisoning Database (AWPD) , downloaded from https://africanwildlifepoisoning.org on 22 December 2021.

[50] Ogada, D. L., 2014, The power of poison: pesticide poisoning of Africa's wildlife, Ann N Y Acad Sci, 1322:1-20. https://pubmed.ncbi.nlm.nih.gov/24716788/

[51] Daszak P, Cunningham A.A, Hyatt A.D., 2000, Emerging infectious diseases of wildlife—threats to biodiversity and human health, Science, 287(5452): 443–4. https://www.science.org/doi/10.1126/science.287.5452.443

[52] Aguirre, A.A., 2021, Opportunities for Transdisciplinary Science to Mitigate Biosecurity Risks From the Intersectionality of Illegal Wildlife Trade With Emerging Zoonotic Pathogens, Front. Ecol. Evol., https://www.frontiersin.org/articles/10.3389/fevo.2021.604929/full

[53] SAIIA, 2021, A One Health Approach to Combatting COVID-19 and Illegal Wildlife Trade in Africa, https://saiia.org.za/research/a-one-health-approach-to-combatting-covid-19-and-illegal-wildlife-trade-in-africa/

4.5 Cross-cutting issue 5.5
FORESTRY CRIME

Wildlife and forestry crime are very closely linked. The products, particularly the high value products, are often extracted from the same geographic sites, moved through the same logistics hubs using the same or similar shipping and trading methods, protected by the same corrupt facilitators, and many times are driven by the same organised crime networks. However, the illegal timber trade is often even more lucrative than the IWT, and this financial reward, coupled with how hard it is to hide the cutting down, trucking, and shipping of logs means that corruption is especially rife in forestry crime. Thus, despite numerous regional and national policies, laws, and strategies to combat forestry crime in the SADC region, forestry crime is still rampant. Whilst forestry crime exists, wildlife crime will still occur as the criminal groups involved use their infrastructure to access and traffic wildlife products.

The same, or very similar, actions required to tackle wildlife crime nationally are required to tackle forestry crime. There needs to be a focus on conserving protected and important forests and woodlands through area-based law enforcement methods and co-management and sustainable resource use agreements with local people, legislation and policy frameworks needs to be strong and appropriate, and then law enforcement units that can counter the organised crime side of timber trafficking need to be mandated and empowered to tackle forestry crime. Associated with all this need to be cross-cutting approaches to reduce and build resilience to corruption by strengthening values, ethics, and motivation.

There are overlaps between wildlife and forestry crime value chains, the people involved and how to address these crimes. Thus, national agencies and their partners should collaborate as much as possible to tackle these crimes together.

4.6 Cross-cutting issue 5.6
FINANCIAL CRIMES RELATED TO WILDLIFE CRIME

Financial crimes, and money-laundering in particular, commonly occur alongside wildlife crime[54]. To move, hide and launder their proceeds, wildlife traffickers exploit weaknesses in the financial and non-financial sectors, enabling further wildlife crimes and damaging financial integrity. These criminal groups have been found to frequently exploit the legal wildlife trade and import-export type businesses to move and hide illegal proceeds from wildlife crimes[55]. This creates serious reputational, legal, financial, and security risks for financial institutions, transport companies, and businesses involved in legal wildlife trade. In recognition of this, and to reduce their risks and aid investigations, major multinational corporations (including many from the SADC region) have come together to form the Financial Taskforce and the Transport Taskforce – facilitated and supported by United for Wildlife[56]. These task forces aim to strengthen private sector involvement in the IWT by providing training to frontline staff, tightening policies and procedures, and providing information and intelligence to law enforcement agencies.

Financial investigations can play a significant role in supporting wildlife crime investigations. Financial intelligence and investigations will[57]:

- Help to obtain compelling evidence of the crime, such as proof of payments made to transport illegal wildlife products,
- Help to more broadly identify the individuals and networks involved, including those involved in logistics, receiving corrupt payments, and undertaking money laundering,
- Allow cases to be built that involve other crime types, including offences under anti-money laundering legislation, which can significantly boost the success of prosecution and sentencing length, and
- Identify and allow seizure or confiscation of criminal assets (e.g., funds, property or vehicles purchased with criminal proceeds), thus removing the financial incentive, and expected reward for criminals.

Financial investigations clearly play a critical role in disrupting and degrading the networks involved in wildlife crime. Thus, national agencies involved in combating wildlife crime and their partners need to develop national capacity for financial investigations, this could be through engaging with the national Financial Intelligence Centre (FIC) or building the capacity internally.

[54] Wildlife Justice Commission, Convergence of wildlife crime with other forms of organised crime, May 2021. https://wildlifejustice.org/wp-content/uploads/2021/05/Crime-Convergence-Report-2021.pdf; See: https://eia-international.org/wildlife/combating-money-laundering/

[55] ATF (2020), Money Laundering and the Illegal Wildlife Trade, FATF, Paris, France, www.fatf-gafi.org/publications/methodandtrends/documents/money-laundering-illegal-wildlife-trade.html

[56] See: https://unitedforwildlife.org

[57] Wildlife Justice Commission, Convergence of wildlife crime with other forms of organised crime, May 2021. https://wildlifejustice.org/wp-content/uploads/2021/05/Crime-Convergence-Report-2021.pdf; See: https://eia-international.org/wildlife/combating-money-laundering/

4.7 Cross-cutting issue 5.7
CLIMATE CHANGE AND WILDLIFE CRIME

IWT can undermine climate change adaptation efforts, particularly ecosystem-based adaptation which uses ecosystems and biodiversity as an overall adaptation strategy. Similarly, illegal deforestation can hinder carbon capture and climate change mitigation efforts. Elephants provide a good example of how wildlife crime and both climate change adaptation and mitigation can interact. Recent work has shown that elephants act as important carbon stores , thus poaching large numbers of elephants directly impacts climate change mitigation efforts. Climate change also changes elephant's behaviour as resources become scarcer during difficult times because of drier periods or increased wildfires, causing increased crop-raiding and human-wildlife conflict, and thus impacting on local people's ability to adapt to climate change, and which then leads to increased retaliatory killing of elephants.

Thus, actions which protect individual species and overall ecosystem integrity help to build resilience to climate change. Similarly, actions which support local people's adaptation to climate change can reduce pressure for them to poach, deforest and produce charcoal, e.g., community forestry activities can result in improved ecosystem integrity, carbon storage, and household incomes – all of which build resilience to climate change.

4.8 MANDATED AND RECOMMENDED CROSS-CUTTING ACTIONS

	Mandated Cross-Cutting Actions	Who
5.5	Develop a general framework that draws from the SADC Protocol Against Corruption and provides guidelines for how build organisational resilience to corruption within wildlife agencies and to strengthen the integrity of individuals	SADC Secretariat
	Recommended Cross-Cutting Actions	**Who**
5.1	Build anti-corruption programming into all CWC actions and develop anti-corruption programs that go beyond traditional approaches and address individual and social motivations, ethics, and values	PA Authorities, Partners
5.2	Ensure that wildlife poisoning is covered by legislation, policy, and key strategies, including: i) that using poisons to kill wildlife is criminalised, ii) wildlife poisoning is included in wildlife crime strategies, iii) key staff are aware of and trained in issues related to wildlife poisoning, and iv) wildlife poisoning is included in awareness raising with other law enforcement agencies, the judiciary and local people living with wildlife.	PA Authorities, Partners
5.3	Use the One-Health approach to identify priority poaching activities and sites for actions to reduce the risks of the spread of zoonoses from wildlife to humans or livestock, and as a lens to build local and national support for reducing high risk activities.	PA Authorities, Partners
5.4	Build national capacity for financial crime investigations to support wildlife crime investigations.	PA Authorities, Partners WCU, Partners

[58] https://www.imf.org/external/pubs/ft/fandd/2020/09/how-african-elephants-fight-climate-change-ralph-chami.htm

5. ANNEX 1
LEAP Costed Action Plan

5.1 INTRODUCTION

5.1.1 Overview

This document lays out a Costed Action Plan (CAP) that includes the actions, and estimated costs of those actions, to be implemented by the SADC Secretariat to achieve the Goal and Objectives of the SADC LEAP Strategy 2022-32. An overview of the suggested organisational and funding arrangements for the SADC Secretariat to implement the LEAP strategy and the CAP is also included.

This document also includes an Action Plan (AP) for the actions to be implemented by Member States to achieve the Goal and Objectives of the SADC LEAP Strategy 2022-32.

This document follows the structure of the SADC LEAP Strategy by separating the actions to be undertaken by the SADC Secretariat and by the Member States. This follows the primary purpose of the revised SADC LEAP Strategy, which was to provide a framework for cooperation. Thus, actions to be undertaken by Member States should be costed and implemented by each Member State based on their individual contexts and implementation modalities.

5.1.2 Scope and Objectives of the CAP

The SADC LEAP Strategy 2022-32 lays out a framework strategy for the SADC Secretariat and Member States to follow in working to reduce wildlife crime in the region. This strategy takes into account lessons learnt, emerging issues, the changing environment, opportunities and challenges to working to reduce wildlife crime.

The SADC LEAP Strategy 2022-32 includes revised actions that flow from the strategic framework structure adopted. The majority of these actions will be undertaken by the Member States, as was the case with the previous LEAP Strategy, with the SADC Secretariat playing a key coordination, facilitation and communications role.

The actions assigned to the SADC Secretariat are critical to the successful implementation of the SADC LEAP Strategy 2022-32. This Costed Action Plan lays out these actions in detail. This CAP places these actions in a logical sequence and breaks them down into more detailed activities where required. It costs these actions and activities, and includes a proposed funding plan.

5.1.3 Implementing the SADC LEAP Strategy in TFCAs

Relating the SADC LEAP Strategy to law enforcement strategies and actions in TFCAs requires an agreed general approach that could include, a) developing a mini-LEAP or CWC strategy for a large complex TFCA, or b) developing an implementation plan that draws from the SADC LEAP Strategy.

KAZA have already started the process of updating their CWC strategy, and thus are aligning it with the revised SADC LEAP Strategy 2022-32. They started by working to develop a LEAP strategy for the KAZA TFCA, but have since amended this approach to develop an implementation plan for KAZA. This implementation plan will align with the revised SADC LEAP objectives, but will add a lot more detail under the sub-objective 1.2 for TFCAs, as well as adding more detail and implementation plans under other objectives and sub-objectives as necessary. Where required, new sub-objectives may be developed for this implementation plan, such that they roll up into one of the SADC LEAP objectives, or possibly fit as a cross-cutting objective under Section D in the SADC LEAP Strategy.

Learning from KAZA Mandated Action 1.10 is included in the SADC LEAP Strategy 2022-2032 for the SADC Secretariat to implement: ‘Develop guidelines for establishing TFCA LEAP implementation plans, based on the SADC LEAP Strategy 2022-32’. The framework developed under this action will guide other TFCAs on how to develop LEAP implementation plans.

5.2 MANDATED AND RECOMMENDED ACTIONS FOR THE SADC SECRETARIAT

The implementation plan for the SADC LEAP Strategy 2022-32 is made up of actions identified under each objective. These have been divided into mandated and recommended actions. Mandated actions are those that are required to be implemented by the SADC Secretariat or by the mandated agencies of Member States. These are either, i) the key actions shown to work to reduce wildlife crime in the region (see the Situational Analysis of LEAP implementation[59]), or ii) the actions needed to be taken by the SADC Secretariat to support implementation of the SADC LEAP Strategy.

The mandated and recommended actions for the SADC Secretariat are listed in the table below and are covered in detail in the CAP below. The SADC Secretariat did not have actions for all Objectives.

[59] See Situational Analysis of LEAP Implementation, Emerging Trends and Challenges for Wildlife Crime in the SADC Region, https://drive.google.com/file/d/1dhoY77O7tOaQsonAofpTKbTyNKQK_Uv7/view?usp=sharing

Action	Mandated Actions for the SADC Secretariat
Objective 1 ***Reduce wildlife crime in PAs and TFCAs***	
1.7	Develop a simplified toolkit for the use of CMPs in the SADC Region, with guidelines for establishing national policies and frameworks
1.9	Review and update the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas' specifically for the SADC Region
1.10	Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP Strategy 2022-32
Objective 2 ***Promote sustainable use of natural resources and community-based approaches***	
2.3	SADC Secretariat to coordinate trialling the FLoD methodology with Member States and to report results accordingly
2.5	Develop and support domestication of 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)
2.6	Develop and support domestication of 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)
Objective 3 ***Strengthen national counter wildlife trafficking operations, judicial processes, and legislation***	
3.10	For countries without WCUs, develop and establish a national WCU - in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs.
Objective 4 ***Improve transnational and regional collaboration to reduce wildlife crime***	
4.4	Develop and share guidelines on using the SADC Protocols on Mutual Legal Assistance and Extradition to support CWC work
4.5	Develop clear guidelines for SADC LEAP support and coordination by the SADC Secretariat
Cross cutting issues	
5.5	Develop a general framework that draws from the SADC Protocol Against Corruption and provides guidelines for how build organisational resilience to corruption within wildlife agencies and to strengthen the integrity of individual

Action	Recommended Actions for the SADC Secretariat
Objective 1 ***Reduce wildlife crime in PAs and TFCAs***	
1.6	Support TFCA Secretariats to develop SOPs for how the SADC extradition protocol, or bilateral extradition treaties (if they exist), can be used in specific TFCAs
Objective 2 ***Promote sustainable use of natural resources and community-based approaches***	
	N/A
Objective 3 ***Strengthen national counter wildlife trafficking operations, judicial processes, and legislation***	
	N/A
Objective 4 ***Improve transnational and regional collaboration to reduce wildlife crime***	
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains
4.3	Maintain support for SADC-TWIX, including active engagement by all relevant national authorities
Cross cutting issues	
	N/A

5.3 MANDATED AND RECOMMENDED ACTIONS FOR MEMBER STATES

Action	Mandated Actions for the SADC Secretariat
Objective 1 ***Reduce wildlife crime in PAs and TFCAs***	
1.8	Develop national CMP policies and frameworks
Objective 2 ***Promote sustainable use of natural resources and community-based approaches***	
2.3	SADC Secretariat to coordinate trialling the FLoD methodology with Member States and to report results accordingly
2.5	Develop and support domestication of 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)
2.6	Develop and support domestication of 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)
Objective 3 ***Strengthen national counter wildlife trafficking operations, judicial processes, and legislation***	
3.10	For countries without WCUs, develop and establish a national WCU, in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs
3.11	Establish a national wildlife crime intelligence database linked to the WCU
3.12	Develop or update (as necessary) Rapid Reference Guides for investigating and prosecuting wildlife crime (can be extended to forestry and marine crimes)
3.13	Develop, or strengthen, the National CWC Strategy based on the strategic framework of this revised SADC LEAP Strategy
Objective 4 ***Improve transnational and regional collaboration to reduce wildlife crime***	
	N/A
Cross cutting issues	
	N/A

Action	Recommended Actions for Member States
Objective 1 ***Reduce wildlife crime in PAs and TFCAs***	
1.1	Conduct regular (e.g., every 5 years) Governance evaluations of national PA systems
1.2	Develop and implement leadership development plans for PA staff that include both training and longer-term mentoring
1.3	Evaluate the effectiveness of PA law enforcement programs against the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas', develop and implement a national plan to improve the basics of PA law enforcement using this guide
1.4	Establish transboundary operational coordination bodies with appropriate mandates and SOPs to align operations, share information and improve communication and information sharing
1.5	Work to establish local mechanisms to facilitate the transfer of exhibits and witness-statements for cases that fall within the TFCA

Action	Mandated Actions for Member states *(continued)*
Objective 2 ***Promote sustainable use of natural resources and community-based approaches***	
2.1	Support PA managers to establish regular local community engagement mechanisms to build relations and understand issues of concern to local people, as well as their perceptions of the drivers of wildlife crime
2.2	Undertake iterative reviews of CBNRM systems nationally and identify opportunities to strengthen CBNRM implementation, especially around PAs where wildlife crime is of concern
2.4	Where relationships with local communities are not positive, consider taking a CBCP approach and investigate issues of concern to local people which align with issues of concern to PA Managers to reduce wildlife crime (e.g., local criminality or local corruption), engage and see if a more positive relationship can be built
Objective 3 ***Strengthen national counter wildlife trafficking operations, judicial processes, and legislation***	
3.1	Develop and maintain key policies, procedures, and codes of conduct for PA law enforcement staff and operations, these should be reviewed regularly
3.2	Develop and roll-out safeguard policies that establish a FPIC process and a Grievance Mechanism
3.3	Establish and maintain a simple central PA Law Enforcement Monitoring database
3.4	Develop the intelligence analytical capacity to actively identify and target priority networks, corrupt enablers, or facilitators
3.5	Maintain National LEAP Task Forces as a coordination body between all entities with a role in combating wildlife crime
3.6	Maintain ongoing training and engagement programs with Prosecutors and with the Judiciary
3.7	Consider developing a Court Monitoring system
3.8	Encourage area-based conservation managers to support and strengthen rural courts in their areas
3.9	Undertake a critical analysis of current policies, legislation and implementing regulations to see if they remain appropriate or if revisions are needed
Objective 4 ***Improve transnational and regional collaboration to reduce wildlife crime***	
4.1	Support WCUs to engage directly with counterpart WCUs in other regional countries – either on specific priority cases, or to meet occasionally
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains
4.3	Maintain support for SADC-TWIX, including active engagement by all relevant national authorities
Cross cutting issues	
5.1	Build anti-corruption programming into all CWC actions and develop anti-corruption programs that go beyond traditional approaches and address individual and social motivations, ethics, and values
5.2	Ensure that wildlife poisoning is covered by legislation, policy, and key strategies, including: i) that using poisons to kill wildlife is criminalised, ii) wildlife poisoning is included in wildlife crime strategies, iii) key staff are aware of and trained in issues related to wildlife poisoning, and iv) wildlife poisoning is included in awareness raising with other law enforcement agencies, the judiciary and local people living with wildlife.
5.3	Use the One-Health approach to identify priority poaching activities and sites for actions to reduce the risks of the spread of zoonoses from wildlife to humans or livestock, and as a lens to build local and national support for reducing high risk activities.
5.4	Build national capacity for financial crime investigations to support wildlife crime investigations.

5.4 COSTED ACTION PLAN FOR SADC SECRETARIAT ACTIONS

5.4.1 Detailed CAP – Mandated Actions for the SADC Secretariat

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 1 ***Reduce wildlife crime in PAs and TFCAs***								
1.7	Develop a simplified toolkit for the use of CMPs in the SADC Region, with guidelines for establishing national policies and frameworks	1.7.1: Appoint an experienced expert to: • Review all reports and other materials on CMPs from countries in the region, as well as the recent World Bank Global Wildlife Program tools • Interview Member State wildlife agency officials for inputs • Interview CMP partner organisations working in the region for inputs • Draft the toolkit with guidelines for establishing national policies and frameworks for Member States	12,000[60]					Draft CMP toolkit with guidelines
		1.7.2: Present the draft toolkit to Member State technical officials in a virtual consultative work-shop	2,800[61]					Completed workshop
		1.7.3: Present the draft toolkit to CMP partner organisations and cooperating partners in a virtual consultative workshop	2,800[62]					Completed workshop
		1.7.4: Finalise the regional CMP toolkit, have it translated and present to the SADC Technical Wildlife Committee for validation	9,600[63]					Translated and validated CMP toolkit
		1.7.5: Final regional CMP toolkit and approved by the SADC structures	N/A[64]					Approved CMP toolkit
1.9	Review and update the 'Best Practises for Wildlife Law Enforce-ment in Sub-Saharan Protected Areas' spe-cifically for the SADC Region to incorporate new lessons learned and best practises	1.9.1: Appoint an experienced expert to: • Interview Member State conservation law enforcement officials to gather their inputs into the relevance of the previous best practises tool, and new approaches being used to improve PA law enforcement	20,000[65]					1. Broad draft review 'Best practises for PA law enforce-ment in the SADC region'

[60] Consultant fees.
[61] Consultant fees and translator costs.
[62] Consultant fees and translator costs.
[63] Consultant fees, translation, and workshop translator costs.
[64] Action carried out internally by SADC Secretariat.
[65] Consultant fees.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 1 ***Reduce wildlife crime in PAs and TFCAs*** (continued)								
1.9 Continued		• Interview regional conservation law enforcement experts from technical support organisations and cooperating partners • Summarise the findings into a draft review of current best practises and approaches • Develop a plan and agenda for a regional in-person workshop to cover lessons learned, best practises and new approaches from the interview process and to re view, prioritise and re-shape the draft review document into the revised tool for 'Best practises for PA law enforce ment in the SADC region'						2. Work-shop plan and agenda (in-person)
		1.9.2: SADC workshop with Member States and select-ed regional experts to cover lessons learned, best practises and new approaches, and to re-view, prioritise and re-shape the draft review document into the revised tool for 'Best practises for PA law enforcement in the SADC region'. This in-person 2-day workshop will bring to-gether four representatives from each Member State (2x govt officials and 2x from selected partner organisations) to ensure that there is significant sharing and learning of new approaches to PA law enforcement – what is working and what has not worked.	104,800[66]					Workshop report and revised best practises review document
		1.9.3: Have the final 'Best prac-tises for PA law enforcement in the SADC region' translated and present to the SADC Technical Wildlife Committee for validation	9,600[67]					Translated and vali-dated best practises toolkit
		1.9.5 'Best practises for PA law enforcement in the SADC region' approved by the SADC structures	N/A[68]					Approved toolkit

[66] In-person 2-day workshop costs (60-70 people in Gaborone). Note: this action is expensive because it envisages bringing 3-4 people from all 16 Member States together for a 2- day in-person workshop so that there is significant shared learning from all the newer approaches to strengthened and improved PA law enforcement that have been learned over the last 5-8 years, including values-based approaches to leadership, ranger wellness and rights-based approaches. The cost also includes 10-days consultant time for preparation, facilitation and incorporating the workshop outputs into the 'Best practises for PA law enforcement in the SADC region' toolkit.

[67] Consultant fees, translation, and workshop translator costs.

[68] Action carried out internally by SADC Secretariat.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 1 ***Reduce wildlife crime in PAs and TFCAs*** (continued)								
1.10	Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP Strategy 2022-32	1.10.1: Appoint an experienced expert to: • Engage with the TFCA coordinating agencies and key partners to understand lessons learned in domesti cating the LEAP strategy and developing LEAP implemen tation plans where these have occurred • Draft a framework for devel oping TFCA LEAP implementation plans		8,000[69]				Draft framework for de-veloping TFCA LEAP implemen-tation plans
		1.10.2: Present the draft frame-work for developing TFCA LEAP implementation plans to TFCA officials and partner organisa-tions in a virtual consultative workshop		2,800[70]				Completed workshop
		1.10.3: Finalise the draft frame-work for developing TFCA LEAP implementation plans, have it translated and present at a virtual TFCA validation work-shop		9,600[71]				Translated and validat-ed frame-work for developing TFCA LEAP implemen-tation plans
Objective 2 ***Promote sustainable use of natural resources and community-based approaches***								
2.3	SADC Secretariat to coordinate trialling the FLoD methodology with Member States and to report results accordingly	2.3.1 Engage with Member States and with TFCA Secretar-iats to gauge which countries or TFCAs are trialling or plan to tri-al FLoD, support where possible and maintain open communica-tion on results and outcomes	N/A[72]	N/A	N/A	N/A	N/A	Shared en-gagement on FLoD trials and implemen-tation
		2.3.2 Report on results and outcomes of FLoD implementa-tion within SADC structures and to Member State LEAP focal points	N/A	N/A	N/A	N/A	N/A	Reports on FLoD implemen-tation

[69] Consultant fees

[70] Consultant fees and translator costs.

[71] Consultant fees, translation, and workshop translator costs.

[72] Action carried out internally by SADC Secretariat.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 2 ***Promote sustainable use of natural resources and community-based approaches*** (continued)								
2.5	Develop and support domestication of 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)	2.5.1: Appoint an experienced expert to: • Review existing IUCN, TFCA, World Bank and other guide lines for appropriateness to domesticate in SADC Member States to address this action • Interview Member State officials involved in granting and managing tourism concessions to gather their inputs into the mechanisms, policies and procedures used in each Member State, strengths, weaknesses and opportunities • Interview regional and international experts from technical support organisations and cooperating partners • Summarise the findings into draft 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust and enhancing benefit sharing with local people, and reducing opportunities for corruption', including recom mendations for how to domesticate these guidelines Develop a plan and agenda for a regional virtual workshop for reviewing the draft best practise guidelines, including recommendations for how to domesticate these guidelines		20,000[73]				1. Draft 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust and enhancing benefit sharing with local people, and reducing opportunities for corruption', including recommendations for how to domesticate these in Member States 2. Workshop plan and agenda (virtual)
		2.5.2: SADC virtual workshop with Member States and selected regional experts to review the draft 'Regional best practise guidelines for managing photographic and other non-consumptive tourism concessions, improving trust and enhancing benefit sharing with local people, and reducing opportunities for corruption' Use the workshop to sensitise and develop a plan with support needed for domesticating these guidelines.		6,000[74]				Workshop report final guidelines and action plan for domestication of guidelines in Member States

[73] Consultant fees, translation, and workshop translator costs.

[74] Action carried out internally by SADC Secretariat.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 2 ***Promote sustainable use of natural resources and community-based approaches*** (continued)								
2.5 Continued	Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP Strategy 2022-32	2.5.3: Finalise the regional best practise guidelines and action plan for domestication, have them translated and present to the SADC Technical Tourism Committee for validation and to the Technical Wildlife Committee for noting		11,200[75]				Translated and validated guidelines and action plan
		2.5.4. Regional best practise guidelines and action plan approved by the SADC structures		N/A[76]				Approved guidelines and action plan
		2.5.5: Support the domestication of these guidelines in Member States as per action plan		10,000[77]	10,000	10,000	10,000	Guidelines domesticated
2.6	Develop and support domestication of 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)	2.6.1: Appoint an experienced expert to: • Review existing IUCN and TFCA guidelines for appropriateness to domesticate in SADC Member States to address this action • Interview Member State officials involved in hunting concession management, hunting quota setting and trophy monitoring, and revenue distribution and management, to gather their inputs into the mechanisms, policies and procedures used in each Member State, strengths, weaknesses and opportunities • Interview regional and international experts from technical support organisations and cooperating partners • Summarise the findings into draft 'Regional best practise guidelines for hunting con cession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for		20,000[78]				1. Draft 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit -sharing with local communities, and reduce opportunities for corruption' with recommendations for domesticating these in Member States 2. Workshop plan and agenda (virtual)

[75] Consultant fees, translation costs, and workshop translator costs.

[76] Action carried out internally by SADC Secretariat.

[77] Consultant fees and travel.

[78] Consultant fees.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 2 ***Promote sustainable use of natural resources and community-based approaches*** (continued)								
2.6 Continued		corruption' with recommen dations for how to domesticate and implement these guidelines Develop a plan and agenda for a regional virtual workshop for reviewing the draft regional best practise guidelines and the recommendations for how to domesticate and implement these guidelines						
		2.6.2: SADC virtual workshop with Member States and selected regional experts to review the draft 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' Use the workshop to sensitise and develop a plan with support needed for domesticating these guidelines.		6,000[79]				Workshop report final guidelines and action plan for domestication of guidelines in Member States
		2.6.3: Finalise the regional best practise guidelines and action plan for domestication, have them translated and present to the SADC Technical Tourism Committee for validation and to the Technical Wildlife Committee for noting		11,200[80]				Translated and validated guidelines and action plan
		2.6.4. Regional best practise guidelines and action plan approved by the SADC structures		N/A[81]				Approved guidelines and action plan
		2.6.5: Support the domestication of these guidelines in Member States as per Action Plan		10,000[82]	10,000	10,000	10,000	Guidelines domesticated

[79] Consultant fees and translator costs.

[80] Consultant fees, translation costs, and workshop translator costs.

[81] Action carried out internally by SADC Secretariat.

[82] Consultant fees and travel.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 3 ***Strengthen national counter wildlife trafficking operations, judicial processes, and legislation***								
3.10	For countries without WCUs, develop and establish a national WCU - in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs.	3.10.1: Appoint an experienced expert to: • Review all reports and other materials on WCUs from countries in the region, including the VukaNow SPARCC-15 workshop report • Interview Member State WCU officials for inputs • Interview WCU partner organisations in the region and other experts for inputs Draft guidelines for developing and establishing national WCUs	8,000[83]					Draft guidelines for developing and establishing national WCUs
		3.10.2: Present the guidelines to Member State WCU officials in a virtual consultative workshop	2,800[84]					Completed workshop
		3.10.3: Finalise the guidelines, have them translated and present to the SADC Technical Wildlife Committee for validation	8,800[85]					Translated and validated guidelines
Objective 4 ***Improve transnational and regional collaboration to reduce wildlife crime***								
4.4	Develop and share guidelines on using the SADC Protocols on Mutual Legal Assistance and Extradition to support CWC work	4.4.1: Appoint an experienced expert to: • Plan a virtual consultative workshop[86] to develop guidelines and recommendations for improving MLA and Extradition between SADC • Member States, using the VukaNow report on 'Mutual Legal Assistance and Extradition in Southern Africa'[87] (which reviews legislation in eight SADC Member States and makes recommenda tions), as well as other relevant reports and reviews, as a basis for the workshop • Incorporate how extradition can be facilitated in TFCAs into this process and work	12,000[88]					1. Workshop plan and agenda (virtual) 2. Completed workshop 3. Draft Guidelines, Recommendations, and an Action Plan for improving MLA and Extraditions between SADC Member States

[83] Consultant fees

[84] Consultant fees and translator costs.

[85] Consultant fees, translation, and workshop translator costs.

[86] This process requires engaging the SADC Legal Unit and the Ministries of Justice of Offices of the Attorney-General (as appropriate) for each Member State.

[87] https://drive.google.com/file/d/14EiN0orh6d8d9u0FpP0D_FaGWEiPWBLL/view?usp=sharing

[88] Additional cost of meeting arrangements and attendance – to coincide with scheduled meeting

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 4 ***Improve transnational and regional collaboration to reduce wildlife crime*** (continued)								
4.4 Continued	For countries without WCUs, develop and establish a national WCU - in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs.	shop (see LEAP Action 1.6) • Facilitate the workshop • Develop Guidelines and Recommendations from the workshop and an Action Plan outlining timing, responsibility, and deliverables for next steps						
		4.4.2: Have the final 'Guidelines, Recommendations, and Action Plan for improving MLA and Extraditions between SADC Member States' translated and present to the SADC Technical Wildlife Committee for validation	9,600[89]					Translated and validated guidelines and recommendations
		4.4.3: 'Guidelines, Recommendations, and Action Plan for improving MLA and Extraditions between SADC Member States' approved by the SADC structures	N/A[90]					Approved guidelines and recommendations
4.5	Develop and share guidelines on using the SADC Protocols on Mutual Legal Assistance and Extradition to support CWC work	4.5.1: Draft a Terms of Reference (ToR) for the tasks required for SADC LEAP support and coordination by the SADC Secretariat. This ToR will be implemented by FANR and the Organ. Specific tasks within the ToR must be drawn from the revised SADC LEAP Strategy 2022-32 and discussions with key SADC Secretariat staff already supporting LEAP implementation.	1,600[91]					ToR for SADC LEAP support and coordination by the SADC Secretariat
		4.5.2: Hold a virtual consultative workshop with SADC LEAP focal points to receive input into the SADC LEAP support and coordination ToR before finalising.	2,800[92]					Finalise ToR for SADC LEAP support and coordination
		4.5.3: Monitor progress of ToR implementation and request external implementation support from partners when needed.		N/A	N/A	N/A	N/A	SADC fulfilling its role effectively

[89] Consultant fees, translation, and workshop translator costs.

[90] Action carried out internally by SADC Secretariat.

[91] Consultant fees.

[92] Consultant fees and translator costs.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Cross cutting issues								
5.5	Develop a general framework that draws from the SADC Protocol Against Corruption[93] and provides guidelines for how build organisational resilience to corruption within wildlife agencies and to strengthen the integrity of individuals	5.5.1: Appoint an experienced expert to: • Review the SADC Protocol Against Corruption, reports on current work in the region, other literature and talk to experts on how to build resilience to corruption within public sector agencies, and how to strengthen individual integrity • Interview relevant SADC officials for current efforts to build organisational resilience and to combat corruption • Interview Member State wildlife agency officials for inputs • Interview cooperating partner organisations working in the region for inputs • Draft the framework on how to reduce and build resilience to corruption in wildlife conservation agencies, focused on guidance for SADC Member States	20,000[94]					Draft building resilience to corruption framework
		5.5.2: Present the draft framework to Member State technical officials in a virtual consultative workshop	2,800[95]					Completed consultative workshop
		5.5.3: Present the draft framework to partners in a virtual consultative workshop	2,800[96]					Completed consultative workshop
		5.5.4: Incorporate comments and edits, have the framework translated and present to the SADC Technical Wildlife Committee for validation	9,600[97]					
		5.5.5: 'Framework on how to build organisational resilience and individual integrity in wildlife conservation agencies' approved by the SADC structures	N/A[98]					Approved resilience to corruption framework

[93] https://www.sadc.int/document/protocol-against-corruption-2001

[94] Consultant fees.

[95] Consultant fees and translator costs.

[96] Consultant fees and translator costs.

[97] Consultant fees, translation, and workshop translator costs.

[98] Action carried out internally by SADC Secretariat.

5.4.2 Detailed CAP – Detailed CAP – Recommended Actions for the SADC Secretariat

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 1	*Reduce wildlife crime in PAs and TFCAs*							
1.6	Support TFCA Coordinating Agencies to develop SOPs for how the SADC extradition protocol, or bilateral extradition treaties (if they exist), can be used in specific TFCAs	1.6.1: Appoint an experienced expert to: • Review previous reports and work done in TFCAs on this topic • Engage with activities under Action 4.4 re guidelines for using the SADC MLA and Extradition protocols, • Develop an outline for SOPs		8,000[99]				Draft outline SOPs
		1.6.2: Hold a consultative workshop with Member States on the outlines SOPs and select one TFCA to test for developing SOPs for improving extradition		2,800[100]				Draft SOPs and Action Plan
		1.6.3: Finalise SOPs for extradition in one priority TFCA and present to the TFCA Joint Management Board (JMB) for approval		4,000[101]				Approved SOPs in one TFCA
		1.6.4: Share these SOPs with other TFCAs and support them to adapt to their context and to submit to their TFCA JMB for approval		5,000[102]	5,000	5,000	5,000	Approved SOPs in at least four TFCAs

[99] Consultant fees.

[100] Consultant fees and translator costs.

[101] Consultant fees.

[102] Travel and local consultant fees.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1 (USD)	Y2 (USD)	Y3 (USD)	T4 (USD)	Y5 (USD)	Milestones
Objective 4	*Improve transnational and regional collaboration to reduce wildlife crime*							
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains	4.2.1: Develop a simple ±2-page document with infographics describing the existing four-country sub-regional CWC platform[103] and the lessons for using the approach from the SADC LEAP Situational Analysis, share with all SADC LEAP focal points and as widely in the region as possible	2,400[104]					Short document describing the existing four-country sub-regional CWC platform
		4.2.2: Engage with Member State LEAP focal points and with TFCA Secretariats to gauge which countries have an interest to form a sub-regional CWC platform	N/A[105]	N/A	N/A	N/A	N/A	List of possible sub-regional CWC platforms
		4.2.3: Support interested Member States to engage with donors and cooperating partners to support a sub-regional CWC platform	N/A	N/A	N/A	N/A	N/A	Functioning sub-regional CWC platforms
		4.2.4: Maintain communications with the SADC LEAP focal points engaged in sub-regional CWC platforms to understand efficacy, and build a measure into the SADC LEAP Monitoring Tool if appropriate		N/A	N/A	N/A	N/A	Efficacy of sub-regional CWC platforms included in annual summary SADC LEAP reports
4.3	Maintain support for SADC-TWIX, including active engagement by all relevant national authorities	4.3.1: Maintain engagement with TRAFFIC on how to support improved use of the SADC-TWIX platform. At the same time remain engaged with the Member States on the usefulness of the SADC-TWIX platform, and share back with TRAFFIC where necessary	N/A	N/A	N/A	N/A	N/A	Functioning SADC-TWIX system providing information to Member State Authorities

[103] The current four-country cub-regional platform brings together Malawi, Mozambique, Tanzania and Zambia. It has been functioning since 2018 and is in its 2nd 4-yr phase.

[104] Consultant fees.

[105] Action carried out internally by SADC Secretariat.

5.5 SUMMARISED ESTIMATED COSTS FOR SADC SECRETARIAT ACTIONS (USD)

Action	Mandated Actions from SADC LEAP	Budget	Milestone
1.7	Develop a simplified toolkit for the use of CMPs in the SADC Region, with guidelines for establishing national policies and frameworks	$27,200	Approved SADC CMP toolkit for Member States to use for this Action (mandated for all Member States)
1.9	Review and update the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas' specifically for the SADC Region	$133,600	Approved tool 'Best practises for PA law enforcement in the SADC region'
1.10	Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP Strategy 2022-32	$20,400	Approved framework for establishing TFCA LEAP implementation plans
2.3	SADC Secretariat to coordinate trialling the FLoD methodology with Member States and to report results accordingly	$0	Reports on FLoD implementation
2.5	Develop and support domestication of regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption' (SADC to develop regional guidelines for Member States to domesticate)	$77,200	Regional guidelines approved and domesticated in some Member States
2.6	Develop and support domestication of 'regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' (SADC to develop regional guidelines for Member States to domesticate)	$77,200	Strengthened guidelines approved and domesticated in some Member States
3.10	For countries without WCUs, develop and establish a national WCU - in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs	$19,600	Approved handbook for developing and establishing national WCUs
4.4	Develop and share guidelines on using the SADC Protocols on Mutual Legal Assistance and Extradition to support CWC work	$21,600	Approved 'Guidelines, Recommendations, and Action Plan for improving MLA and Extraditions between SADC Member States'
4.5	Develop clear guidelines for SADC LEAP support and coordination by the SADC Secretariat	$4,400	SADC fulfilling its role effectively
5.5	Develop a general framework that provides guidelines for how build organisational resilience to corruption within wildlife agencies and to strengthen the integrity of individuals	$35,200	Approved framework 'Building organisational resilience and individual integrity in wildlife conservation agencies'
	Total Budget, SADC Mandated Actions	*$416,400*	
Action	**Recommended Actions from SADC LEAP**	**Budget**	**Milestone**
1.6	Support TFCA Secretariats to develop SOPs for how the SADC extradition protocol, or bilateral extradition treaties (if they exist), can be used in specific TFCAs	$34,800	Approved SOPs in at least five TFCAs
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains	$2,400	New sub-regional CWC platforms established and efficacy under review
	Total Budget, SADC Mandated Actions	*$37,200*	
TOTAL BUDGET FOR ALL SADC ACTIONS		**$453,600**	

5.6 ORGANISATIONAL AND FUNDING ARRANGEMENTS FOR IMPLEMENTING THE CAP

Under the SADC LEAP Strategy 2022-32 the SADC Secretariat is tasked with two main roles, first is a coordination, communications, and facilitation role, and second is supporting the preparation of numerous frameworks, guidelines, and tools to support Member States to implement actions of strategies from the LEAP strategy according to their own context and capacities.

To effectively fulfil both roles, the SADC Secretariat needs to develop Terms of Reference for the coordination, communications, and facilitation envisaged under the SADC LEAP Strategy 2022-2032. This ToR will be implemented by officials in existing roles with FANR and the Organ. They will also ensure that all SADC LEAP actions and activities are implemented timeously, that regular quarterly communication with all SADC LEAP focal points is maintained, that the simplified monitoring tool is used, and that Member States reports are assimilated, and timely feedback is given from the SADC Secretariat to all Member States.

The SADC Secretariat requires US$453,600 to implement its actions for the SADC LEAP Strategy 2022-32. This budget is to support the development of tools, frameworks, and guidelines for Member States to implement the SADC LEAP Strategy. A lot of these will also be current best practise documents which will have wide applicability. In some cases, large in-person workshops are proposed – this is in the cases where there are challenging issues to be discussed and new strategies and guidelines on changing best practises to be developed.

5.7 ACTION PLAN FOR MEMBER STATE ACTIONS

This Action Plan breaks down the Mandated and Recommended Actions for all SADC Member States into certain key Activities. The suggested year for implementation of these Activities is highlighted. These Activities are not costed as the implementation modalities and capacities will vary by individual Member State.

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1	Y2	Y3	Y4	Y5
1.8	Develop national CMP policies and frameworks	D1.8.1: Play an active role in the SADC Secretariat process to develop a simplified toolkit for the use of CMPs in the SADC Region, with guidelines for establishing national policies and frameworks (see SADC Action 1.7)	●				
		1.8.2: Use the SADC toolkit and other guidelines to develop a national CMP framework and policies	●	●			
		1.8.3: Ratify the national CMP framework and policies		●			
		1.8.4: Monitor implementation of the national CMP framework and policies		●	●	●	●
2.3	SADC Secretariat to coordinate trialling the FLoD methodology with Member States and to report results accordingly	2.3.1: Assign responsibility to a group, official, or possibly a partner, to engage on the FLoD methodology and identify where it could be trialled nationally	●	●	●		
		2.3.2: Identify resources and capacities and trial the FLoD methodology, report back to SADC Secretariat		●	●	●	●
		2.3.3: Scale up as useful, report back to SADC Secretariat		●	●	●	●
2.5	Develop and support domestication of 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption' (SADC to develop regional guidelines for Member States to domesticate)	2.5.1: Play an active role in the SADC Secretariat process to develop 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption'		●			
		2.5.2: Use the SADC regional best practise guidelines and other guidelines to guide a national process to strengthen policies and procedures for how tourism concessions are granted and managed, including how to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption		●			

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1	Y2	Y3	Y4	Y5
		2.5.3 Implement and monitor implementation of the improved policies and procedures		●	●	●	●
2.6	Develop and support domestication of 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' (SADC to develop regional guidelines for Member States to domesticate)	2.6.1: Play an active role in the SADC Secretariat process to develop 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption'		●			
		2.6.2: Use the SADC regional best practise guidelines and other guidelines to guide a national process to strengthen policies and procedures for how hunting concessions are granted and managed, hunting quotas set and trophies monitored, revenue distributed and managed, including how to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption		●			
		2.6.3 Implement and monitor implementation of the improved policies and procedures		●	●	●	●
3.10	For countries without WCUs, develop and establish a national WCU - in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs	3.10.1: Play an active role in the SADC Secretariat process to develop regional guidelines for establishing national WCUs	●				
		3.10.2: Use the SADC regional guidelines for establishing national WCUs, other guidelines and support from partner organisations and support from other SADC Member States, where possible, to guide a process to develop and establish a national WCU that can focus on the priority high level national wildlife crime issues and cases		●			
		3.10.3 Support the national WCU to build its capacity and to continue targeting priority wildlife crime cases, including working transnationally where necessary (see Action 4.1)		●			
3.11	Establish a national wildlife crime intelligence database linked to the WCU	3.11.1: Solicit support from a partner organisation with specialist capacity in intelligence database management and analysis to assess the national need for an intelligence database and current analytical capacity and develop a plan for establishing a national wildlife crime intelligence database with appropriate analytical capacity	●	●			
		3.11.2: Implement the plan to establish a national wildlife crime intelligence database with appropriate analytical capacity, and relate to Action 3.4 on building capacity to identify and target priority criminals		●	●	●	●
3.12	Develop or update (as necessary) Rapid Reference Guides for investigating and prosecuting wildlife crime (can be extended to forestry and marine crimes)	3.12.1: Through the SADC LEAP support position obtain examples of Rapid Reference Guides being used in the region	●				
		3.12.2: Establish and implement a process with national mandated authorities to develop (or update if necessary) rapid reference guides for wildlife crime, consider including marine and forestry crimes	●	●			
		3.12.3: Monitor the use and efficacy of the rapid reference guides and update/improve as needed		●	●	●	●

Action	Mandated Actions from SADC LEAP 2022-32	Activities	Y1	Y2	Y3	Y4	Y5
3.13	Develop, or strengthen, the National CWC Strategy based on the strategic framework of this revised SADC LEAP Strategy	3.13.1: Develop a simple model laying out the wildlife crime value chain operating in the Member State (e.g., what is being poached, where, by who, what is being trafficked, by who, going where, etc.)	●	●			
		3.13.2: Map the simple and general understanding of the wildlife crime value chain in the Member State, against the four high level objectives and the cross-cutting issues from the SADC LEAP Strategy 2022-32, and against the relevant mandated authorities for tackling wildlife crime in that Member State	●	●			
		3.13.3: Using the mapping from above, local context and capacities, develop or update a national CWC strategy, which would ideally use the same framework of the four high level objectives and any (or more and different) cross-cutting issues from the SADC LEAP Strategy 2022-32, but will populate each objective with sub-objectives relevant to that Member State	●	●	●	●	●
		3.13.4: Monitor implementation of the national CWC strategy and provide feedback to the SADC Secretariat LEAP team		●	●	●	●
1.1	Conduct regular (e.g., every 5 years) Governance evaluations of national PA systems	1.1.1: Develop a national policy at wildlife agency level for how to conduct governance evaluations of the national PA system – this could use IUCN guidelines, or a local national system could be developed	●				
		1.1.2: Conduct regular governance evaluations of the national PA system	●	●	●	●	●
1.2	Develop and implement leadership development plans for PA staff that include both training and longer-term mentoring	1.2.1: Refer to lessons in leadership that arise from the process under Action 1.9 (Tool for best practises for PA law enforcement in the SADC region), any lessons from the framework developed under Action 5.5 (Reducing and building resilience to corruption in wildlife conservation agencies), and conduct an internal process to identify core values and key individual qualities and attributes needed for leadership at different levels in PA staff	●	●			
		1.2.2: Strengthen existing leadership training or establish new leadership training systems considering values-based leadership approaches and the values, qualities and attributes developed under Activity 1.2.1		●	●	●	●
		1.2.3: Establish and implement a leadership mentoring system for PA staff in leadership positions at all levels		●	●	●	●
1.3	Evaluate the effectiveness of PA law enforcement programs against the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas', develop and implement a national plan to improve the basics of PA law enforcement using this guide	1.3.1: Play an active role in the SADC Secretariat process (under Action 1.9) to develop an updated tool 'Best practises for PA law enforcement in the SADC region'	●				
		1.3.2: Evaluate the effectiveness of national PA law enforcement programs against the updated tool 'Best practises for PA law enforcement in the SADC region'		●			
		1.3.3: Develop and implement a national action plan to strengthen PA law enforcement based on the evaluation conducted under activity 1.3.2		●	●	●	●

Action	Recommended Actions from SADC LEAP 2022-32	Activities	Y1	Y2	Y3	Y4	Y5
2.1	Support PA managers to establish regular local community engagement mechanisms in order to build relations and understand issues of concern to local people, as well as their perceptions of the drivers of wildlife crime		●	●	●	●	●
2.2	Undertake iterative reviews of CBNRM systems nationally and identify opportunities to strengthen CBNRM implementation, especially around PAs where wildlife crime is of concern	2.2.1: Commission an independent review of national CBNRM systems, considering lessons learned from other countries in the region, and changing dynamics amongst youth	●	●			●
		2.2.2: Revise and strengthen CBNRM policies and legal frameworks as appropriate		●	●	●	●
		2.2.3: Maintain an ongoing national dialogue on efficacy of CBRNM approaches, especially in areas where wildlife crime is high	●	●	●	●	●
2.4	Where relationships with local communities are not positive, consider taking a CBCP approach and investigate issues of concern to local people which align with issues of concern to PA Managers to reduce wildlife crime (e.g., local criminality or local corruption), engage and see if a more positive relationship can be built	2.4.1: In areas with high human population densities bordering PAs, or where relationships with local communities are poor, engage independent external support to facilitate a process where each side can come together and raise their key issues of concern in the relationship, and with crime, criminality and corruption in the area, and work to identify areas of alignment	●	●	●	●	●
		2.4.2: Support PA managers to maintain this approach of working in alignment with local people on the issues of crime, criminality and corruption that concern them, to try and reduce these in their area, and simultaneously to reduce these in the PA	●	●	●	●	●
3.1	Develop and maintain key policies, procedures, and codes of conduct for PA law enforcement staff and operations, these should be reviewed regularly	3.1.1: Assess existing policies, procedures and codes of conduct for PA law enforcement staff and operations during the processes undertaken under action 1.3 (Evaluate the effectiveness of national PA law enforcement programs against the updated tool 'Best practises for PA law enforcement in the SADC region')	●	●			
		3.1.2: Update, strengthen, assess and evaluate the policies, procedures and codes of conduct for PA law enforcement staff and operations on an ongoing basis		●	●	●	●
3.2	Develop and roll-out safeguard policies that establish a FPIC process and a Grievance Mechanism	3.2.1: Engage expert support to facilitate a national process to develop relevant safeguard policies and a plan for rolling these out nationally	●	●			
		3.2.2: Roll-out, implement and monitor the implementation of the safeguard policies		●	●	●	●
3.3	Establish and maintain a simple central PA Law Enforcement Monitoring database	3.3.1: For countries without a PA Law Enforcement Monitoring database, use internal expertise, or solicit support from a cooperating partner to develop a simple reporting and database system appropriate to local capacities and context and that can provide useful management reports (remembering that simple and functional is better than complex and unusable or returning questionable data)	●	●			
		3.3.2: Roll the data collection and database out nationally, and provide regular (monthly/quarterly?) feedback from head office to field sites		●	●	●	●
3.4	Develop the intelligence analytical capacity to actively identify and target priority networks, corrupt enablers, or facilitators	3.4.1: Solicit support from a partner organisation with specialist capacity in intelligence analysis and targeting to assess the national capacity for wildlife crime related intelligence analysis and targeting and develop a plan for improving capacity for identifying and supporting the targeting of priority criminals involved in wildlife crime	●	●			
		3.4.2: Implement the plan to improve intelligence analysis, identification and targeting of priority criminals		●	●	●	●
3.5	Maintain National LEAP Task Forces as a coordination body between all entities with a role in combating wildlife crime		●	●	●	●	●
3.6	Maintain ongoing training and engagement programs with Prosecutors and with the Judiciary		●	●	●	●	●
3.7	Consider developing a Court Monitoring system	3.7.1: Solicit support from a partner organisation with specialist capacity in court monitoring to outline the benefits and to develop a plan for how to implement court monitoring in the national context (considering that this may be implemented by a partner organisation)	●	●			
		3.4.2: Implement the court monitoring plan		●	●	●	●
3.8	Encourage area-based conservation managers to support and strengthen rural courts in their areas	3.8.1: Encourage PA managers, regional managers and partner organisations to support local courts working in remote and rural areas	●	●	●	●	●
3.9	Undertake a critical analysis of current policies, legislation and implementing regulations to see if they remain appropriate or if revisions are needed	3.9.1: Maintain this process based on national timeframes, and solicit support from partner organisations where needed	●	●	●	●	●
4.1	Support WCUs to engage directly with counterpart WCUs in other regional countries – either on specific priority cases, or to meet occasionally	4.1.1: Allow and support WCUs to engage directly with their counterparts in neighbouring countries where intelligence, investigations and ongoing priority cases show the need, and solicit support from partner organisations to allow WCUs to undertake transnational investigations	●	●	●	●	●
		4.1.2: Where necessary develop SOPs that allow the WCU to work on transnational cases	●	●	●	●	●
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains	4.2.1: Engage with the SADC Secretariat (under their activities in this same Action) and with neighbouring states, to identify transnational wildlife crime issues that would benefit from a sub-regional CWC group of multiple countries	●	●	●	●	●
		4.2.2: Work with SADC, other interested states and cooperating partners to establish a sub-regional CW platform where useful, assign relevant staff and support	●	●	●	●	●

Action	Recommended Actions from SADC LEAP 2022-32	Activities	Y1	Y2	Y3	Y4	Y5
4.3	Maintain support for SADC-TWIX, including active engagement by all relevant national authorities	4.3.1: Support relevant staff to engage in TWIX and take part in sharing and capacity building sessions, and engage with other relevant national authorities and support their joining SADC-TWIX	●	●	●	●	●
5.1	Build anti-corruption programming into all CWC actions and develop anti-corruption programs that go beyond traditional approaches and address individual and social motivations, ethics, and values	5.1.1: Use the framework 'Reducing an building resilience to corruption in wildlife conservation agencies' developed by SADC, other national policies and guidelines, as well as other relevant tools, to hold a national workshop around strengthening anti-corruption programming, and mechanisms to build resilience to corruption in wildlife agencies	●	●			
		5.1.2: Implement recommendations and guidelines from the workshop under Activity 5.1.1.		●	●	●	●
5.2	Ensure that wildlife poisoning is covered by legislation, policy, and key strategies, including: i) that using poisons to kill wildlife is criminalised, ii) wildlife poisoning is included in wildlife crime strategies, iii) key staff are aware of and trained in issues related to wildlife poisoning, and iv) wildlife poisoning is included in awareness raising with other law enforcement agencies, the judiciary and local people living with wildlife.	5.2.1: For Member States where wildlife poisoning occurs, consider holding a national workshop to review policy, legislation, strategies and capacities to ensure they are following current best practise to mitigate the impacts of wildlife poisoning and manage risk	●	●			
		5.2.2: Implement recommendations and guidelines from the workshop under Activity 5.2.1.		●	●	●	●
5.3	Use the One-Health approach to identify priority poaching activities and sites for actions to reduce the risks of the spread of zoonoses from wildlife to humans or livestock, and as a lens to build local and national support for reducing high risk activities.	5.3.1: Solicit partner support to develop a national One-Health strategic plan that identifies risks and opportunities for using the One-Health approach	●	●			
		5.3.2: Implement the national One-Health strategic plan and use it as a tool to build national support for reducing high risk activities and improving overall environmental health		●	●	●	●
5.4	Build national capacity for financial crime investigations to support wildlife crime investigations.	5.4.1: Engage with relevant national agencies and cooperating partners to support building national capacity for financial crime investigations to support wildlife crime investigations	●	●			

5.8 CAP CONCLUSION

This Costed Action Plan presents realistic and conservative cost estimates for implementing the SADC LEAP Strategy 2022-32. This CAP covers the actions to be implemented by the SADC Secretariat to achieve the Goal and Objectives of the SADC LEAP Strategy 2022-32.

The Costed Action Plan follows the structure of the SADC LEAP Strategy 2022-2032 by separating the actions to be undertaken by the SADC Secretariat and by the Member States. It also includes an Action Plan for the actions to be implemented by Member States. Actions being undertaken by Member States should be costed and implemented by each Member State based on their individual contexts and implementation modalities.

The overall goal is to significantly reduce wildlife crime in the SADC region by 2032, whilst simultaneously strengthening law enforcement, management, and governance systems.

6. ANNEX 2
LEAP MONITORING AND REPORTING TOOL

6.1 OVERVIEW

This document lays out a streamlined monitoring and reporting tool to be used Member States and the SADC Secretariat for reporting on progress in reducing wildlife crime in each Member State and across the region. This monitoring and reporting tool is structured according to the strategic framework laid out in the revised SADC LEAP strategy 2022-32. This reporting will also meet some of the reporting requirements for the SADC Protocol on Wildlife Conservation and Law Enforcement.

This monitoring and reporting tool is explicitly NOT a monitoring, evaluation and learning tool. This is because reporting under the previous LEAP strategy was such a challenge that it was decided to start with a very simple tool that can get information flowing to the SADC Secretariat that can then be consolidated and shared back out with Member States and other key stakeholders.

This tool is made up of a small set of well-designed indicators which are relevant to national-level reporting and other national-level commitments wherever possible (e.g., to CITES). The goal is to ensure that data gathering is possible for all Member States – and even if data are not available for an entire country, getting information to flow from specific sub-regions alone will help to establish the process, and should also be indicative of progress over time.

6.2 STRUCTURE OF THE TOOL

This monitoring and reporting tool is made up of two parts:

1. A reporting table for progress against actions as laid out in the LEAP strategy implementation plan.

   There are three versions of this reporting table:

   a) For the SADC Secretariat to report progress against the Recommended and Mandated Actions to be undertaken by the Secretariat during the reporting period in question,

   b) For each Member State to report progress against the Recommended and Mandated Actions to be undertaken by that Member State during the reporting period in question, and

   c) For the TFCA Secretariats to report progress against the two Recommended Actions to be undertaken by TFCA Secretariats during the reporting period in question.

2. A small set of qualitative and quantitative indicators for each Member State to report against.

6.3 REPORTING TABLES FOR ACTIONS FROM THE LEAP ACTION PLAN

6.3.1 Reporting table for SADC Secretariat Actions (Mandated and Recommended)

SADC LEAP 2022-32: ANNUAL PROGRESS REPORT FOR SADC SECRETARIAT ACTIONS

Date: ..... **For period:** ..... **Filled by:** .....

Action	Mandated Actions	Actions taken in reporting period	Next action planned	Next action commencement
Objective 1	***Reduce wildlife crime in PAs and TFCAs***			
1.7	Develop a simplified toolkit for the use of CMPs in the SADC Region, with guidelines for establishing national policies and frameworks			
1.9	Review and update the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas' specifically for the SADC Region			
1.10	Develop a framework for establishing TFCA LEAP implementation plans, based on the SADC LEAP Strategy 2022-32			
Objective 2	***Promote sustainable use of natural resources and community-based approaches***			
2.3	SADC Secretariat to coordinate trialling the FLoD methodology with Member States and to report results accordingly			
2.5	Develop and support domestication of 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)			
2.6	Develop and support domestication of 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)			
Objective 3	***Strengthen national counter wildlife trafficking operations, judicial processes, and legislation***			
3.10	For countries without WCUs, develop and establish a national WCU, in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs.			
Objective 4	***Improve transnational and regional collaboration to reduce wildlife crime***			
4.4	Develop and share guidelines on using the SADC Protocols on Mutual Legal Assistance and Extradition to support CWC work			
4.5	Develop clear guidelines for SADC LEAP support and coordination by the SADC Secretariat			
Cross cutting issues				
5.5	Develop a general framework that draws from the SADC Protocol Against Corruption and provides guidelines for how build organisational resilience to corruption within wildlife agencies and to strengthen the integrity of individuals			
Objective 1	***Reduce wildlife crime in PAs and TFCAs***			
1.6	Support TFCA Secretariats to develop SOPs for how the SADC extradition protocol, or bilateral extradition treaties (if they exist), can be used in specific TFCAs			
Objective 4	***Improve transnational and regional collaboration to reduce wildlife crime***			
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains			

6.3.2 Reporting table for SADC Member State Mandated Actions

SADC LEAP 2022-32: ANNUAL PROGRESS REPORT FOR MEMBER STATE MANDATED ACTIONS

MEMBER STATE:

Date: ..... **For period:** ..... **Filled by:** .....

Action	Mandated Actions	Who		
	Guidelines: For these mandated actions if no specific action was undertaken on it during the reporting period, then fill as 'no action taken'			
Objective 1	***Reduce wildlife crime in PAs and TFCAs***			
1.8	Develop national CMP policies and frameworks			
Objective 2	***Promote sustainable use of natural resources and community-based approaches***			
2.3	SADC Secretariat to coordinate trialling the FLoD methodology with Member States and to report results accordingly			
2.5	Develop and support domestication of 'Regional best practise guidelines for granting and managing photographic and other non-consumptive tourism concessions, improving trust, and enhancing benefit sharing with local people, and reducing opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)			
2.6	Develop and support domestication of 'Regional best practise guidelines for hunting concession management, quota setting and trophy monitoring, to improve trust and enhance benefit-sharing with local communities, and reduce opportunities for corruption' (SADC recommended to develop regional guidelines for Member States to domesticate)			
Objective 3	***Strengthen national counter wildlife trafficking operations, judicial processes, and legislation***			
3.10	For countries without WCUs, develop and establish a national WCU, in collaboration with the appropriate mandated authorities. SADC Secretariat to develop guidelines on best practises for developing and establishing WCUs			
3.11	Establish a national wildlife crime intelligence database linked to the WCU			
3.12	Develop or update (as necessary) Rapid Reference Guides for investigating and prosecuting wildlife crime (can be extended to forestry and marine crimes)			
3.13	Develop, or strengthen, the National CWC Strategy based on the strategic framework of this revised SADC LEAP Strategy			

6.3.3 Reporting table for SADC Member State Recommended Actions

SADC LEAP 2022-32: ANNUAL PROGRESS REPORT FOR MEMBER STATE MANDATED ACTIONS

MEMBER STATE:

Date: ..... **For period:** ..... **Filled by:** .....

Action	Mandated Actions	Actions taken in reporting period	Next action planned	Next action commencement
	Guidelines: For these recommended actions if the Member State has decided not to undertake a recommended action, then fill that line as 'N/A'. If a recommended action is being implemented but no specific action was undertaken on it during the reporting period, then fill as 'no action taken'			
Objective 1	***Reduce wildlife crime in PAs and TFCAs***			
1.1	Conduct regular (e.g., every 5 years) Governance evaluations of national PA systems			
1.2	Develop and implement leadership development plans for PA staff that include both training and longer-term mentoring			
1.3	Evaluate the effectiveness of PA law enforcement programs against the 'Best Practises for Wildlife Law Enforcement in Sub-Saharan Protected Areas', develop and implement a national plan to improve the basics of PA law enforcement using this guide			
Objective 2	***Promote sustainable use of natural resources and community-based approaches***			
2.1	Support PA managers to establish regular local community engagement mechanisms to build relations and understand issues of concern to local people, as well as their perceptions of the drivers of wildlife crime			
2.2	Undertake iterative reviews of CBNRM systems nationally and identify opportunities to strengthen CBNRM implementation, especially around PAs where wildlife crime is of concern			
2.3	Consider trialling the FLoD methodology nationally and report to SADC accordingly			
2.4	Where relationships with local communities are not positive, consider taking a CBCP approach and investigate issues of concern to local people which align with issues of concern to PA Managers to reduce wildlife crime (e.g., local criminality or local corruption), engage and see if a more positive relationship can be built			
Objective 3	***Strengthen national counter wildlife trafficking operations, judicial processes, and legislation***			
3.1	Develop and maintain key policies, procedures, and codes of conduct for PA law enforcement staff and operations, these should be reviewed regularly			

Action	Mandated Actions	Actions taken in reporting period	Next action planned	Next action commencement
3.2	Develop and roll-out safeguard policies that establish a FPIC process and a Grievance Mechanism			
3.3	Establish and maintain a simple central PA Law Enforcement Monitoring database			
3.4	Develop the intelligence analytical capacity to actively identify and target priority networks, corrupt enablers, or facilitators			
3.5	Maintain National LEAP Task Forces as a coordination body between all entities with a role in combating wildlife crime			
3.6	Maintain ongoing training and engagement programs with Prosecutors and with the Judiciary			
3.7	Consider developing a Court Monitoring system			
3.8	Encourage area-based conservation managers to support and strengthen rural courts in their areas			
3.9	Undertake a critical analysis of current policies, legislation and implementing regulations to see if they remain appropriate or if revisions are needed			
Objective 4	***Improve transnational and regional collaboration to reduce wildlife crime***			
4.1	Support WCUs to engage directly with counterpart WCUs in other regional countries – either on specific priority cases, or to meet occasionally			
4.2	Develop and support sub-regional CWC platforms based around specific wildlife crime types or transnational wildlife crime value chains			
4.3	Maintain support for SADC-TWIX, including active engagement by all relevant national authorities			
Cross cutting issues				
5.1	Build anti-corruption programming into all CWC actions and develop anti-corruption programs that go beyond traditional approaches and address individual and social motivations, ethics, and values			
5.2	Ensure that wildlife poisoning is covered by legislation, policy, and key strategies, including: i) that using poisons to kill wildlife is criminalised, ii) wildlife poisoning is included in wildlife crime strategies, iii) key staff are aware of and trained in issues related to wildlife poisoning, and			
	iv) wildlife poisoning is included in awareness raising with other law enforcement agencies, the judiciary and local people living with wildlife.			
5.3	Use the One-Health approach to identify priority poaching activities and sites for actions to reduce the risks of the spread of zoonoses from wildlife to humans or livestock, and as a lens to build local and national support for reducing high risk activities.			
5.4	Build national capacity for financial crime investigations to support wildlife crime investigations.			

6.3.4 Reporting table for TFCA Secretariat Actions

SADC LEAP 2022-32: ANNUAL PROGRESS REPORT FOR TFCA SECRETARIAT ACTIONS

TFCA SECRETARIAT:

Date: ..... **For period:** ..... **Filled by:** .....

Action	Mandated Actions	Actions taken in reporting period	Next action planned	Next action commencement
Guidelines: For these recommended actions if the TFCA Secretariat has decided not to undertake a recommended action, then fill that line as 'N/A' If a recommended action is being implemented but no specific action was undertaken on it during the reporting period, then fill as 'no action taken'				
Objective 1	***Reduce wildlife crime in PAs and TFCAs***			
1.4	Establish transboundary operational coordination bodies with appropriate mandates and SOPs to align operations, share information and improve communication and information sharing			
1.5	Work to establish local mechanisms to facilitate the transfer of exhibits and witness-statements for cases that fall within the TFCA			

6.4 INDICATOR REPORTING TABLE

SADC LEAP 2022-32: ANNUAL PROGRESS REPORT INDICATOR TABLE

MEMBER STATE:

Date: ..... **For period:** ..... **Filled by:** .....

#	Indicator (Using data for the year being reported on)	Data
1	Number of commercial[106] poaching cases recorded in the Member State	
2	Number and total weight of all seizures of commercial[107] wildlife products in the Member State	
3	Number of wildlife criminals arrested reactively because of anti-poaching operations, or random searches, in the Member State	
4	Number of wildlife criminals arrested by the WCU or other law enforcement agency following investigations	
5	Number of prosecutions of wildlife criminals in the Member State, and the percentage of arrests that resulted in prosecutions	
6	Number of wildlife criminals prosecuted for other primary or secondary offences beyond the charges for the wildlife products	
7	Number of convictions of wildlife criminals in the Member State, and the percentage of prosecutions that resulted in convictions	

[106] Where commercial poaching cases are defined as any poaching event where there was reason to believe the wildlife product poached was going to be sold.

[107] Where commercial wildlife products are defined as products that had been bought or were going to be sold and were not seized from the same person who poached them and was then going to consume/use them.

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