

CAR - WEN

Caribbean Wildlife Enforcement Network



STRATEGIC PLAN

Version 2.1

By

The CAR-WEN Working Group

ABOUT US

The CAR-WEN Working Group is an inter-governmental initiative to establish and operate a Caribbean Wildlife Enforcement Network (CAR-WEN) to improve the prevention, reduction, and mitigation of wildlife crimes in the wider Caribbean region. Presently, the CAR-WEN Working Group benefits from the participation of 20 Caribbean countries and territories, with chair leadership from Trinidad and Tobago and the Bahamas. It is also supported by an array of civil society organizations, including Sustainable Innovation Initiatives, Inc. (SII), Animal Welfare Institute (AWI), the International Fund for Animal Welfare (IFAW), and the Nurture Nature Campaign.

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The views expressed in this publication do not necessarily represent the official positions or policies of all governments or entities referenced herein. While governmental representatives participated in the development of this plan, it remains a collective working group document pending further review and endorsement.

A Strategic Plan for the Caribbean Wildlife Enforcement Network (CAR-WEN)

Executive Summary

This document presents a comprehensive strategic plan for the establishment, operation, and expansion of the CAR-WEN in the wider Caribbean region. The CAR-WEN aims to enhance wildlife law enforcement efforts and combat wildlife crimes through collaboration among Caribbean governments and other relevant stakeholders. The initiative is guided by Open Standards and draws inspiration from the operation of WENs in other regions.

Since 2022, the CAR-WEN initiative has developed momentum with the involvement of 20 Caribbean governments and several civil society organizations. The initiative's leaders and members now seek to build upon this progress through the production of a strategic plan to guide the establishment and operation of a formal CAR-WEN. This strategic plan offers a detailed initiative description, situation assessment, theory of change with multiple stages of strategies, notional timelines, and fundraising approaches. Importantly, we envision that all activities of the CAR-WEN will support five core values—Animal Welfare, Biodiversity Conservation, human well-being, Public Health, and the Rule of Law—and target diverse actors and entities affected by wildlife crimes, aiming for a comprehensive and effective approach to wildlife enforcement in the region. In the future, this document shall be complemented with the development of other guiding documents, including an organizational plan and fundraising plan.

The CAR-WEN initiative follows a theory of change grounded in Responsive Regulation theory and encompasses four main stages of action: Establishment, Foundational Operations, Expanded Operations, and External Support. The Establishment stage seeks to catalyze the community and resources necessary to formalize the CAR-WEN and implement pilot projects to demonstrate network viability. The Foundational Operations stage includes strategies to manage the network, promote behavior change, strengthen enforcement capacity, facilitate knowledge creation and management, reform legislation, and provide technical services. The Expanded Operations stage focuses on strategies such as alternative livelihoods development, building capacity for wildlife rehabilitation and release, intelligence gathering and sharing, conducting joint operations, national wildlife enforcement networking, and biosecurity monitoring and control. The External Support stage involves creating supporting tools, frameworks, and communities to enhance the impact of the CAR-WEN and WENs globally, including analyzing and sharing evidence of effective WEN operations, fostering community-based wildlife crime prevention, establishing an Inter-American Wildlife College, developing wildlife crime data collection and analysis tools, revising the Open Standards to support WEN operations, and enhancing the funding and technical support environment for WENs.

We envision a robust enforcement network that protects wildlife, promotes sustainable management of resources, and fosters a culture of respect for nature. With the implementation of the outlined strategies, the CAR-WEN has the potential to make a profound impact on wildlife conservation and law enforcement in the Caribbean region. To ensure the success of the CAR-WEN initiative, adequate and sustainable funding is vital. Our fundraising approach includes securing core operational funding from external donors for network management, seeking project-specific funding aligned with our strategies, and establishing an endowment fund for long-term sustainability. Potential funding opportunities include engaging with multilateral organizations, governments with a presence in the Caribbean, and various grants and challenges offered by governmental and non-governmental entities.

By capitalizing on recent momentum, strengthening partnerships, and securing sustainable funding, the CAR-WEN is poised to address the complex challenges posed by wildlife crimes in the wider Caribbean, ultimately contributing to the well-being and prosperity of our communities and the protection of our rich biodiversity for future generations.

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List of Abbreviations

Abbreviation	Definition
ASEAN-WEN	Association of Southeast Asian Nations Wildlife Enforcement Network
AWI	Animal Welfare Institute
BahWEN	Bahamas Wildlife Enforcement Network
CA-WEN	Central American Wildlife Enforcement Network
CAR-WEN	Caribbean Wildlife Enforcement Network
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMP	Conservation Measures Partnership
COMIFAC	Commission des Forêts d'Afrique Centrale/ Commission of Central African Forests
CSOs	Civil Society Organizations
EAGLE	Eco Activists for Governance and Law Enforcement Network
Europol	European Union Agency for Law Enforcement Cooperation
HA-WEN	Horn of Africa Wildlife Enforcement Network
ICCWC	International Consortium on Combating Wildlife Crime
IFAW	International Fund for Animal Welfare
INL	Bureau of International Narcotics and Law Enforcement Affairs
INTERPOL	International Criminal Police Organization
LATF	Lusaka Agreement Task Force
MALF	Ministry of Agriculture, Land, and Fisheries
MLOs	Multilateral Organizations

MOU	Memorandum of Understanding
NEPA	National Environment and Planning Agency
NGOs	Non-Governmental Organization
Open Standards	Open Standards for the Practice of Conservation
POC	Point of Contact
SII	Sustainable Innovation Initiatives
SPAW	Specially Protected Areas and Wildlife
UK	United Kingdom
UNEP	United Nations Environment Programme
UNGA	United Nations General Assembly
UNODC	United Nations Office on Drugs and Crime
USAID	U.S. Agency for International Development
USFWS	U.S. Fish and Wildlife Service
WBG	World Bank Group
WCR	Wider Caribbean Region
WCO	World Customs Organization
WCS	Wildlife Conservation Society
WENs	Wildlife Enforcement Networks
WWF	World Wildlife Fund

1. Introduction

This strategic plan has been developed by the Caribbean Wildlife Enforcement Network (CAR-WEN) Working Group to guide the establishment, operation, expansion, and external support of a CAR-WEN after it is formally established through a memorandum of understanding (MOU).

Conceived as a “playbook”—one that is both flexible and modular—this plan is structured to evolve as the CAR-WEN grows. At its core, it aims to tackle wildlife crimes in the Caribbean, particularly illegal trading, hunting, logging, and fishing, which jeopardize biodiversity, ecosystems, and regional socio-economic well-being. The plan’s principal feature is a detailed theory of change—essentially a group of strategies—that is broken down into three sequential stages—Establishment, Foundational Operations, and Expanded Operations—plus one concurrent stage, External Support. Across these stages, readers will find themed strategies such as Network Facilitation and Catalyzing Tools and Services in the Establishment stage; Enforcement Capacity Building and Knowledge Creation and Management in the Foundational Operations stage; Alternative Livelihoods Development and Conduct of Joint Operations in the Expanded Operations stage; and Evidence of Effective WEN Operations and Establish Inter-American Wildlife College as part of the External Support stage.

This plan reflects the collective commitment of the CAR-WEN Working Group and its partners to foster a more secure future for the region’s wildlife, emphasizing proactive measures to prevent, reduce, and mitigate wildlife crime. Importantly, this strategic plan was developed through a participatory design process, consisting of iterative drafting by the leadership team, individual and small-group consultations with government focal points and civil society organizations, the use of structured frameworks including the Open Standards for Conservation and Responsive Regulation, and financial support from international NGOs, notably IFAW and AWI. More information on how the strategic plan was developed can be found in Appendix A.

Following this introduction, Section 2 provides essential background, while Section 3 outlines the current status of the CAR-WEN initiative. Section 4 includes a comprehensive assessment of wildlife crimes in the wider Caribbean, and Section 5 presents the theory of change for establishing, operating, and expanding a robust CAR-WEN. Finally, Section 6 addresses timelines and potential funding opportunities, and further technical details are provided in the appendices.

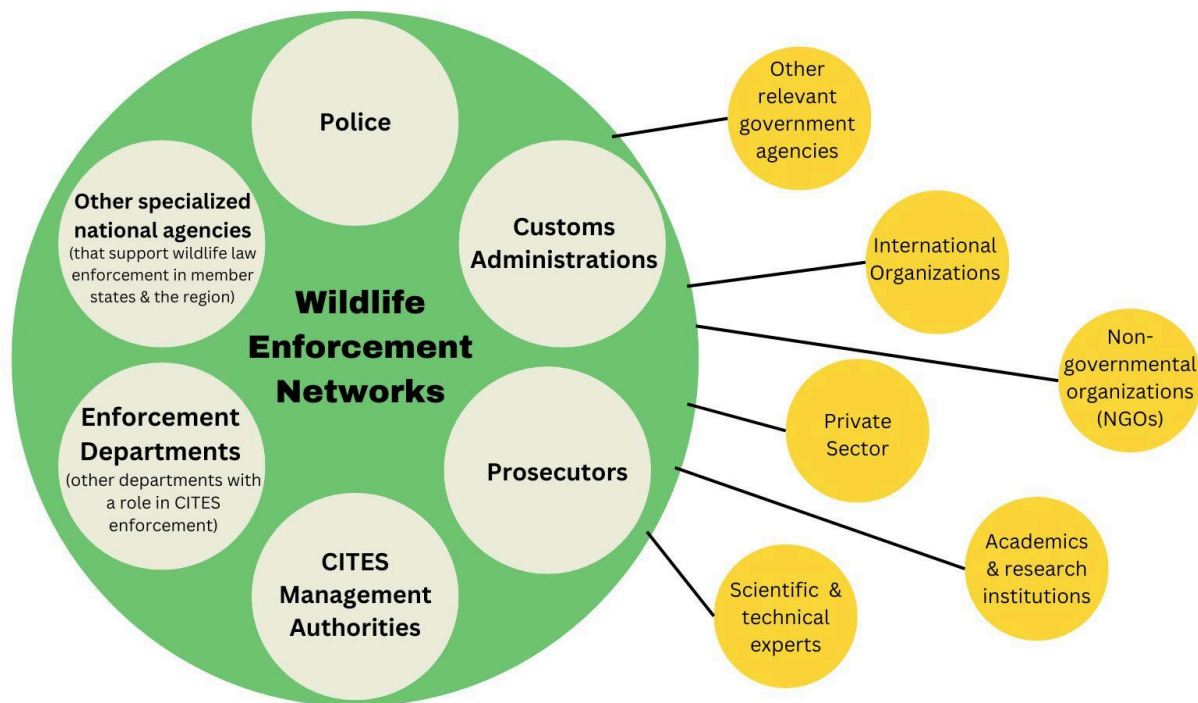
2. Background

This section provides a comprehensive overview of the CAR-WEN initiative, its inception, and the context within which it operates. By understanding the background, stakeholders can appreciate the journey and evolution of the CAR-WEN, setting the stage for the full strategy outlined in this document.

2.1. What are WENs?

Wildlife Enforcement Networks (WENs) are cooperative bodies dedicated to improving the enforcement of laws and the reduction of crimes, or 'law enforcement', that involve or impact undomesticated flora and fauna, or 'wildlife' (ICCWC, 2020). These networks bring together government agencies and other relevant stakeholders at sub-national, national, and regional scales to coordinate responses to wildlife crimes.

Figure 1: The WEN Concept (ICCWC, 2020)



The first formal use of WENs as an applied concept occurred in 2005 with the establishment of the Association of Southeast Asian Nations (ASEAN) WEN (CITES, 2022). The ASEAN-WEN's success subsequently led to the creation of similar networks in other regions, including the Central American WEN (CA-WEN) established in 2010 (ROAVIS, 2022) and the Horn of Africa WEN (HA-WEN) established in 2012 (HAWEN, 2023). Some established organizations have also been recognized as WENs, such as the Lusaka Agreement Task Force (LATF) established in 1992 (LAFT, 2021), while other organizations have expanded to providing WEN services, such as the Commission of Central African Forests (COMIFAC) which expanded its scope in 2012 (COMIFAC, 2023).

The structure of a WEN can vary depending on the jurisdiction, context, and needs. Most commonly, WENs are designed as a new intergovernmental organization with a structure appropriate to the leading interested parties. For instance, the ASEAN-WEN was built within an existing special diplomatic organization for regional political and economic integration (This Nation, 2021), while the CA-WEN was created within an intergovernmental network of

prosecutors (Gutiérrez, 2016). Less commonly, WEN services may be provided by an intergovernmental organization with a broader enforcement mandate, like the European Union Agency for Law Enforcement Cooperation (Europol) (Europol, 2022). Rarely, a WEN may be composed entirely of civil society organizations (CSOs), like the Eco Activists for Governance and Law Enforcement (EAGLE) Network in western, central, and eastern Africa (EAGLE, 2023).

Because of their potential to catalyze change across jurisdictions, WENs have been broadly endorsed by various intergovernmental and multilateral organizations. The International Consortium on Combating Wildlife Crime (ICCWC) offers a range of supporting materials and services for the establishment and operation of national and regional WENs (ICCWC, n.d.). Importantly, ICCWC is built as a partnership between the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), International Criminal Police Organization (INTERPOL), the United Nations Office on Drugs and Crime (UNODC), the World Bank Group (WBG), and World Customs Organization (WCO). Meanwhile, the United Nations General Assembly (UNGA) has encouraged Member States to cooperate at bilateral, regional, and international levels to prevent and counter wildlife crimes with Resolution 73/343 (UNGA, 2019).

2.2. A History of the CAR-WEN Initiative

Our initiative to establish a CAR-WEN has been discussed and developed among Caribbean leaders for the last decade. Past efforts to establish a CAR-WEN have led to a number of important outcomes and outputs, including:

- In 2014, Parties to the Specially Protected Areas and Wildlife (SPA) Protocol recommended that a regional wildlife enforcement network should be developed in the Caribbean (UNEP, 2014b, 2014a).
- In 2016, a regional wildlife enforcement workshop was organized by the ICCWC, the UNODC, and the government of the Bahamas with 55 participants, law enforcement agency representation from 11 Caribbean countries, and a range of resulting recommendations, including the establishment of a CAR-WEN (UNODC, 2016).
- In 2017, a second regional wildlife enforcement workshop was organized by ICCWC, the UNODC, and the government of Barbados with 32 participants, law enforcement agency representation from 10 Caribbean countries, and a range of outputs, including a draft MOU for comment, a recommendation to involve the United Nations Environment Programme (UNEP) as a leading partner, and a statement of intent to create an informal CAR-WEN Working Group (UNODC, 2017).

In spite of the progress made from 2013 to 2018, the establishment of a formal CAR-WEN remains an unrealized goal. In fact, by 2022, many regional experts perceived the CAR-WEN initiative to have indefinitely stalled. The reasons for this stall are not yet fully understood, but a range of factors have been mentioned, including the unexpected passing of Dr. Maurice Isaacs, a central figure in the CAR-WEN initiative, the outbreak of the COVID-19 pandemic, high

turnover of country focal points, a lack of interest from Caribbean governments, and dwindling donor enthusiasm due to the poor performance of other regional WENs.

In November 2022, concerned governmental and civil society actors explored the opportunity to re-launch the CAR-WEN initiative while attending the 4th global meeting of WENs, occurring alongside the 19th conference of parties to CITES in Panama City, Panama. These actors included representatives of Jamaica's National Environment and Planning Agency (NEPA), Trinidad and Tobago's Ministry of Agriculture, Land, and Fisheries (MALF), the Trinidad and Tobago-based Nurture Nature Campaign, and the US-based Animal Welfare Institute (AWI). After fruitful conversations with representatives of ICCWC, UNEP, and UNODC, these actors reinitiated the CAR-WEN Working Group with monthly leading member calls and periodic full working group meetings. One notable decision taken by the working group members has been to rebrand the desired regional WEN as the 'CAR-WEN', rather than the originally titled 'CaribWEN', to demonstrate its commitment to regional inclusivity. Additional information on this decision can be found in Appendix B.

As of March 2025, the relaunched CAR-WEN Working Group is composed of representatives from 20 Caribbean governments, a coordinating NGO, and a range of expert advisors (see Appendix C for organization descriptions). The Working Group and its members have undertaken a range of activities, including historical involvement in working to advance a CAR-WEN, a review of existing supporting materials, outreach to new and past members and multilateral supporters, revision of the draft MOU to establish the network, discussion of common wildlife crime problems, exploration of design options for creating and sustaining the network, development of marketing materials and funding proposals, recognition of the governmental representatives from Trinidad and Tobago and the Bahamas as the co-chairs of the Working Group. The CAR-WEN Working Group now seeks to expand its membership, elaborate detailed project plans, and secure funding for long-term operations.

2.3. Open Standards for the Practice of Conservation

The members of the CAR-WEN Working Group have elected to use the Open Standards for the Practice of Conservation (herein, 'Open Standards') to design a long-term project to establish and operate a CAR-WEN. The Open Standards is a leading tool for conservation project planning, management, monitoring, and learning (Bower et al., 2018; Schwartz et al., 2018).

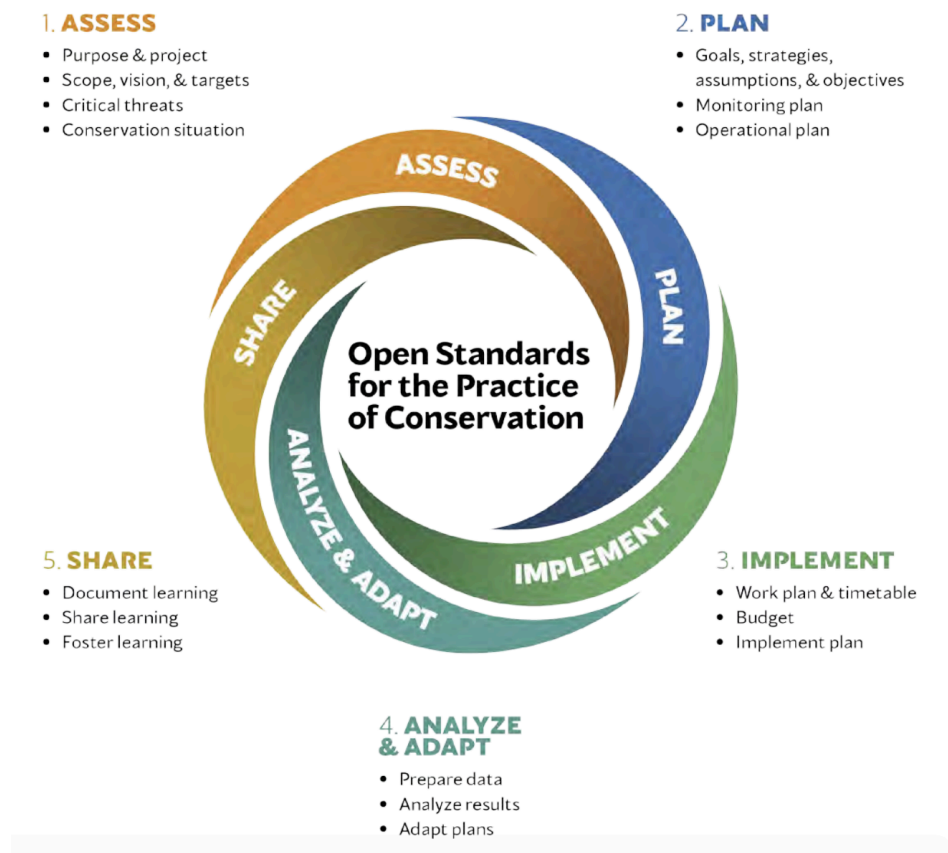
Since 2002, the Open Standards has been collaboratively developed by the Conservation Measures Partnership (CMP), which is an extensive partnership of conservation CSOs, government agencies, and donors (CMP, n.d.). Notable members of the CMP include Conservation International, the David and Lucile Packard Foundation, Durrell Wildlife Conservation Trust, the Gordon and Betty Moore Foundation, Jane Goodall Institute, the U.S. Agency for International Development (USAID), the U.S. Fish and Wildlife Service (USFWS), Wildlife Conservation Society (WCS), and the World Wildlife Fund (WWF).

The most recent release of the Open Standards is version 4 (CMP, 2020), and it describes the standards as composed of:

- A five-phase project cycle (Assess, Plan, Implement, Analyze and Adapt, and Share) and guidance to complete each step (Figure 2)
- A set of principles and considerations for project design and implementation and evolution of the Open Standards
- A standardized terminology, conceptual framework, and a modeling approach to support initial and ongoing project design and management
- Templates for creating strategic plans, action plans, monitoring plans, operational plans, and work plans.

Importantly, the Open Standards are designed to be “open source” under a Creative Commons license and are used and adapted as implementers see fit for their context. In this spirit, the CAR-WEN Working Group employs the Open Standards with several substantive modifications to improve project design and management for a CAR-WEN. These changes are detailed and justified in Appendix D.

Figure 2: The Open Standards 5-Step Project Management Cycle, version 4



Following the Open Standards and purposes of the CAR-WEN Initiative, the CAR-WEN Working Group members have now completed several iterations of the recommended assessment and planning phases. Completion of an Assessment phase is demonstrated by a resulting initiative description (section 3) and situation assessment (section 4). Partial completion of a Planning phase is demonstrated by a resulting theory of change to establish and operate a WEN in the wider Caribbean (section 5) as well as the selection and identification of meaningful timelines and funding opportunities (section 6). Future documents shall complete the Planning phase of our project, which will most importantly include an organizational framework and project fundraising plan that align with and support the CAR-WEN's theory of change.

3. Initiative Description

The description presented here corresponds to the first phase in any Open Standards-based initiative—Assessment—and includes an agreed vision and mission, implementing team, scope of work, and targets. A final core output of the Assessment phase, a situation assessment, is provided in the next section.

3.1. Vision and Mission

The vision of the CAR-WEN Working Group is a Wider Caribbean Region (WCR) free from wildlife crime, where biodiversity and sustainability are embedded in everyday life, and where both people and wildlife prosper in harmony.

The mission of the CAR-WEN Working Group is to establish a CAR-WEN that effectively protects the region's wildlife by preventing, reducing, and mitigating wildlife crimes through collaborative enforcement and proactive engagement with governments, CSOs, and citizens.

These vision and mission statements are also incorporated in the draft MOU as future vision and mission of the fully-formed CAR-WEN. This dual role ensures continuity between the Working Group's present operational focus and the CAR-WEN's formal establishment.

3.2. Community and Team

The CAR-WEN Working Group comprises a committed community of government officials, civil society representatives, and technical advisors spanning diverse sectors. Two governmental co-chairs provide executive leadership:

- Desiree Corneille, Commander, Bahamas Wildlife Enforcement Network (BahWEN) and Ministry of National Security
- David Mahabir, Wildlife Biologist, MALF, Trinidad and Tobago

Other governmental members represent a broad cross-section of Caribbean countries and territories (see Appendix C). Together, they form a central pillar for designing and executing CAR-WEN initiatives.

Day-to-day activities are supported by network coordinators and technical advisors, including:

- Mark Gibson, Initiatives Director, Sustainable Innovation Initiatives, Inc. (SII) (Coordinator)
- Anaadi Pooran, Initiatives Manager, SII (Coordinator)
- Nigel Noriega, Founder and Executive Director, SII (Advisor)
- Courtney Vail, Executive Director, Lightkeeper's Foundation (Advisor)
- Georgia Hancock, Marine Wildlife Program Director and Senior Attorney, AWI (Advisor)

This multidisciplinary team brings extensive experience in conservation, investigation, enforcement, and advocacy. Moving forward, the Working Group plans to broaden its reach by welcoming new members and specialized task teams, allowing the CAR-WEN to respond flexibly to emerging needs and opportunities across the region.

3.3. Scope of Work

Consistent with Open Standards' implementing guidance (CMP, 2020), the CAR-WEN Working Group has selected a scope of work from which operational targets may be selected. Using a modified scoping strategy (see Appendix D), the project team defines this scope of work according to 'geography,' 'values,' and 'targets'.

Consistent with the Open Standards, the Working Group defines its geographic scope as the entire wider Caribbean—encompassing marine environments and adjacent countries and territories of the Gulf of Mexico, the Caribbean Sea, and the adjoining areas of the Atlantic Ocean. This region includes 43 countries and territories including but not limited to Antigua and Barbuda, the Bahamas, Barbados, Belize, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Grenada, Guatemala, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Trinidad and Tobago, and Venezuela, as well as several territories of France, the Netherlands, the United Kingdom (UK), and the US. The WCR may be further divided into any number of possible sub-regions defined according to various dimensions, including political (e.g., Organization of Eastern Caribbean States), physical (e.g., the continental Caribbean), and cultural (e.g., the Southern Caribbean).

With respect to values, our scope of work seeks to promote the expression of at least five values: animal welfare, biodiversity conservation, human well-being, public health, and the rule of law. Where projects to reduce wildlife crimes commonly embrace values of biodiversity conservation and the rule of law ('t Sas-Rolfes et al., 2019), less commonly expressed are values of animal welfare (Baker et al., 2013), human well-being (Reyes-García et al., 2023), and public health (Bezerra-Santos et al., 2021). We acknowledge, however, that there is a diversity of other values that could also be included in our scope of work, including economic prosperity (Tallis et al., 2008), gender rights (Seager et al., 2021), and peace and conflict resolution (Greiner, 2012).

In addition to geography and values, the CAR-WEN's operational targets revolve around six core themes that underpin its collaborative approach: Wildlife Populations, Communities and Livelihoods, Public Health and Well-being, Cross-Sector Partnerships, Legal Frameworks and Enforcement, and Knowledge and Collaboration. These themes are particularly relevant to the members and supporters of the CAR-WEN Working Group and offer a framework to strengthen enforcement and coordination among government agencies, international and regional organizations, scientific bodies, private-sector partners, civil society groups, and engaged citizens across the wider Caribbean.

3.4. Long-term Goals

In alignment with our vision, mission, community, and scope of work, the CAR-WEN Working Group has identified a set of long-term, mutually reinforcing goals designed to address key wildlife crime challenges in the wider Caribbean. These goals integrate our focus on geography, values, and operational targets and shall be developed further with the network's establishment.

- *Protect and Restore Wildlife Populations.* Eliminate poaching, trafficking, and illegal habitat destruction, ensuring that critical species and ecosystems thrive under improved enforcement measures.
- *Strengthen Legal Frameworks and Enforcement Capacity.* Harmonize national and regional wildlife laws, enhance investigative and prosecutorial expertise, and improve inter-agency cooperation across jurisdictions.
- *Promote Public Health and Well-being through Wildlife Management.* Recognize and mitigate zoonotic disease risks, maintain healthy ecosystems, and reinforce the social and economic benefits that emerge when wildlife crimes are curtailed.
- *Foster Community Engagement and Sustainable Livelihoods.* Empower local populations and CSOs to champion wildlife management and embrace alternative, lawful income sources.
- *Build Cross-Sector Partnerships.* Encourage private-sector actors, research institutions, and international entities to adopt legal and ethical practices, support traceable trade, and invest in wildlife-friendly solutions.
- *Expand Regional Knowledge-Sharing and Collaboration.* Develop data-driven insights, intelligence-sharing platforms, and collaborative initiatives that boost collective effectiveness against wildlife crime.

4. Situation Assessment

The situation assessment section provides an in-depth analysis of the current state of wildlife crime and enforcement in the Caribbean. This section identifies and evaluates the key wildlife

crime threats and their contributing factors and presents these threats and contributing factors in a situation model. By assessing the current situation, the CAR-WEN can develop targeted strategies and actions to address the most pressing issues and enhance the effectiveness of wildlife protection efforts regionally.

4.1. Threat Identification

A rapid assessment of direct threats to our targets identified a total of 32, with 14 categorized as wildlife crimes, 10 as non-wildlife crimes and 10 non-crime threats. The 14 wildlife crimes identified in our assessment are:

1. *Illegal Agricultural Clearance*. This crime involves clearing land for agriculture without authorization, leading to habitat destruction and increased human-wildlife conflict. Cases have been reported in most if not all Caribbean countries and territories, including the Dominican Republic (Secades, 2010), Haiti (Hedges et al., 2018), Trinidad and Tobago (Hroudova, 2012), Saint Lucia (Daltry, 2009), and Jamaica (Miller, 2000). For instance, agricultural clearance threatens endemic land mammals such as the Hispaniolan hutia and the Hispaniolan solenodon in the Dominican Republic and Haiti (Hedges et al., 2018; Secades, 2010). In Jamaica, agricultural activities threaten the two largest wetlands on the island, with illegal marijuana cultivation contributing to the deterioration of the Negril Great Morass and agricultural drainage harming the Black River Lower Morass which is home to the endangered American crocodile and West Indian manatee (Garrick, 1986; Miller, 2000).
2. *Illegal Fishing*. This crime includes overfishing, capturing prohibited resources, and targeting protected species, which can lead to fishery collapse and loss of income for fishing communities. Cases have been reported in most if not all Caribbean countries and territories, including Belize (Stiles et al., 2010), Cuba (Alzugaray et al., 2018), Saint Kitts and Nevis (Granderson & Ramkissoon, 2022), Saint Vincent and the Grenadines (Department of Maritime Administration, St Vincent & Special Advisory Services Division of the Commonwealth Secretariat, 2013), and Trinidad and Tobago (Solomon, 2018). For example, illegal trawling and overfishing have heavily depleted most marine fisheries in Trinidad and Tobago (Solomon, 2018). In Cuba, the decline of the Spiny lobster is attributed to illegal fishing (Alzugaray et al., 2018). Furthermore, the European Union has issued 'yellow' and 'red' cards to Caribbean countries for failing to combat illegal, unreported, and unregulated (IUU) fishing (EU IUU Fishing Coalition, n.d.).
3. *Illegal Human-Wildlife Conflict*. This crime most commonly involves the unauthorized killing of wildlife considered pests, leading to biodiversity loss and increased human-wildlife conflict. Cases have been reported in most if not all Caribbean countries and territories, including Dominica (Douglas, 2011), Jamaica (Snyder et al., 2000), Saint Lucia (Daltry, 2009), Bonaire (BioNew7, 2013), and Trinidad and Tobago (Gibson, 2022). For example, in Trinidad and Tobago, the use of illegal pesticides indirectly harms birds which has contributed to the near-total extirpation of many culturally significant songbird species (Gibson, 2022). In Saint Lucia, the indiscriminate killing of the Fer-de-lance snake has negatively impacted native ecosystems (Daltry, 2009).

4. *Illegal Hunting.* This crime threatens endangered species and harms ecosystem health, especially when linked to illicit trade and organised crime. Concerning incidents have been reported in most Caribbean countries and territories, such as Trinidad and Tobago (Hsu & Agoramoorthy, 1996), Guyana (Grimes et al., 2008), Saint Lucia (Snyder et al., 2000), Dominica (Durand & Baptiste, 2008), and Belize (Foster et al., 2016). In Trinidad and Tobago, hunting pressure drastically reduces red howler and capuchin monkey populations (Hsu & Agoramoorthy, 1996), while in Saint Lucia, poaching imperils the native parrot (Snyder et al., 2000), highlighting how excessive hunting sustains broader criminal networks and endangers vulnerable wildlife.
5. *Illegal Introduction of Species.* This crime involves the unauthorized release, escape, or smuggling of non-native animals or plants into local ecosystems, where they can become invasive and severely disrupt native biodiversity, agriculture, and public health. These introductions are often linked to the illegal pet trade, unregulated farming, or accidental transport. Documented cases have emerged in several Caribbean countries and territories, including Trinidad and Tobago (De Silva, 2023; Williams, 2020), the Cayman Islands (Cayman Compass, 2023), and Barbados (Madden, 2020). For instance, in Trinidad and Tobago, capuchin monkeys have been smuggled from South America for the exotic pet market, posing ecological risks and violating national wildlife laws (De Silva, 2023; Williams, 2020). In Barbados, ring-necked parakeets, believed to be deliberately released, have multiplied rapidly, damaging crops and threatening native bird populations (Madden, 2020).
6. *Illegal Jewellery and Art Making.* This crime involves the unauthorized use of wildlife products to make jewelry and works of art, leading to species overexploitation and habitat destruction. Cases have been reported in most if not Caribbean countries and territories, including Belize (Arias, 2021), Haiti (Kitade et al., 2021), the Dominican Republic (CAFTA-DR, 2018), Mexico (Gress & Andradi-Brown, 2018), and Cuba (Woronuk, 2008). For instance, in Haiti and the Dominican Republic, critically endangered hawksbill sea turtle shells are commonly used for jewelry, leading to species overexploitation (CAFTA-DR, 2018; Kitade et al., 2021). In Cuba, the use of various animal parts for jewelry threatens several endangered species including black and stony corals, queen conch, polymita snails, turtles and tortoises and caiman and crocodiles (Woronuk, 2008).
7. *Illegal Land Settlement.* This crime involves unauthorized and informal encroachments into critical ecosystems, leading to significant habitat destruction, deforestation, and subsequent loss of biodiversity. Cases have been reported in most, if not all, Caribbean countries and territories, including Puerto Rico (Grau et al., 2003), Trinidad and Tobago (The Water Resources Agency, 2001), Jamaica (Ferguson, 2022), Barbados (Sandoval & Sarmiento, 2020), and Saint Kitts and Nevis (Sandoval & Sarmiento, 2020). For instance, in Puerto Rico, illegal settlements have played a significant role in habitat loss and fragmentation due to socio-economic and land-use changes, negatively affecting wildlife and natural resources (Grau et al., 2003). In Trinidad and Tobago, the prevalence of squatting settlements along the western portion of the Northern Range—a key biodiversity area—has led to deforestation on steep hills, adversely impacting watersheds (The Water Resources Agency,

2001).

8. *Illegal Logging*. This crime involves unauthorized tree felling, leading to habitat loss, soil erosion, and displacement of indigenous communities. Cases have been reported in most if not all Caribbean countries and territories, including Trinidad and Tobago (Hroudova, 2012), Belize (Young, 2008), Guyana (Guyana Chronicle, 2021), Honduras (WRI, 2014), and Jamaica (Davis, 2013). For example, illegal logging contributes to deforestation in Belize (Young, 2008). In Jamaica, logging and deforestation for charcoal threaten endemic flora and fauna in protected areas (Davis, 2013).
9. *Illegal Mining*. This crime involves the unauthorized extraction of minerals and the use of hazardous chemicals, leading to deforestation, soil erosion, and water pollution. Cases have been reported in most if not all Caribbean countries and territories, including Guyana (Grimes et al., 2008), Suriname (Hilson & Vieira, 2007), Jamaica (Pilkey et al., 2023), Grenada (Cammers, 1997), and Haiti (Merilus, 2018). For example, illegal mining activities in Guyana and Suriname that use hazardous chemicals such as mercury have serious environmental impacts (Hilson & Vieira, 2007). In Haiti, unregulated mining leads to habitat destruction and water contamination (Merilus, 2018).
10. *Illegal Pet Keeping*. This crime involves keeping wild animals as pets without authorization, leading to species overexploitation and habitat destruction. Cases have been reported in most if not all Caribbean countries and territories, including Dominican Republic (Snyder et al., 2000), Trinidad and Tobago (Gibson, 2022), Cuba (Altherr et al., 2019), Saint Vincent (Johnson, 2017), and Brazil (Connelly & Peyronnin, 2021). For instance, in Trinidad and Tobago, keeping exotic pets like parrots, songbirds and capuchin monkeys is prevalent and threatens biodiversity (Gibson, 2022). In the Dominican Republic, illegal pet keeping of wild animals such as parakeets has also been reported (Snyder et al., 2000).
11. *Illegal Pollution*. This crime includes the unlawful discharge of harmful substances such as oil, chemicals, sewage, and solid waste into terrestrial and marine environments, in violation of national environmental laws and international standards. Such actions can degrade ecosystems, harm wildlife, and endanger public health. Cases of illegal pollution have been reported in several Caribbean countries and territories, including the Dominican Republic (Diario Libre, 2018; Germán, 2025), Antigua and Barbuda (Loop News, 2023), and Jamaica (Anderson, 2022; Radio Jamaica News, 2011). In the Dominican Republic, a chemical discharge into the Haina River triggered fish deaths and harmed aquatic biodiversity, while continued illegal garbage dumping further pollutes this key waterway, impacting downstream estuarine ecosystems (Diario Libre, 2018; Germán, 2025). In Jamaica, the discharge of caustic waste into the Rio Cobre resulted in the death of over 1,000 fish and other aquatic life, prompting legal action under national environmental laws (Anderson, 2022; Radio Jamaica News, 2011). These incidents reflect how illegal pollution not only violates regulatory frameworks but directly harms the region's diverse and often fragile wildlife.
12. *Illegal Transportation and Sales of Wildlife*. The classic threat of 'wildlife trafficking' involves unauthorized transport and sale of wildlife specimens and products, leading to species

overexploitation. Cases have been reported in most if not all Caribbean countries and territories, including Saint Vincent (Lambert, 1985), Cuba (Altherr et al., 2019), the Dominican Republic (Kitade et al., 2021), Jamaica (Neufville et al., 2012), and Puerto Rico (Snyder et al., 2000). For example, in Cuba, the trafficking of endangered endemic lizards contributes to overexploitation (Altherr et al., 2019). In the Dominican Republic, trafficking in Hawksbill turtle shells threatens critically endangered species (Kitade et al., 2021).

13. *Illegal Wild Meat Consumption*. This crime, also known as bushmeat hunting, involves consuming wild animals, posing a risk to public health and leading to species overexploitation. Cases have been reported in most if not all Caribbean countries and territories, including Colombia (Ingram et al., 2022), Brazil (Ripple et al., 2016), US Virgin Islands (Fleming, 2001), Guyana (Vliet et al., 2022), and Jamaica (Newman, 2014). For example, in Jamaica, the Jamaican boa is illegally hunted for food (Newman, 2014). In Guyana, deer, tapir, and armadillos are hunted and sold for meat (Vliet et al., 2022).
14. *Theft of Genetic Resources*. This crime, also known as biopiracy, involves the unauthorized extraction and use of biological materials, including plants, animals, and microorganisms, often for commercial gain, without equitable compensation to the source countries or indigenous communities. Cases have been reported in Caribbean countries and territories, including French Guiana (Holland, 2019; Singh, 2022), Haiti (Rotzin, 2024), and Saint Lucia (Michell et al., 2023). For instance, in French Guiana, researchers identified *Quassia amara*, a plant known locally as "couachi," and patented an antimalarial compound derived from it without compensating the communities whose traditional knowledge led to the discovery (Holland, 2019; Singh, 2022). Similarly, in Saint Lucia and other Caribbean countries, challenges surrounding bioprospecting have highlighted gaps in regulatory frameworks, leaving genetic resources vulnerable to exploitation (Michell et al., 2023). These cases emphasize the need for stronger regional measures to protect genetic resources and uphold the rights of local communities.

Beyond wildlife crimes, our assessment also identified 10 associated non-wildlife crimes that further exacerbate wildlife crimes:

1. *Commercial Fraud*. This crime involves the deliberate deception of individuals or entities for financial gain, often through pyramid schemes, Ponzi schemes, or other fraudulent investment opportunities. Such cases have been reported across many Caribbean nations, including Jamaica, Trinidad and Tobago, Guyana, Barbados, and Antigua and Barbuda (Gibbings, 2020; Mavrellis, 2022). For instance, in Trinidad and Tobago, the Drug Sou Sou pyramid scheme attracted widespread participation, promising returns of up to 600 percent before it collapsed under police investigation, leaving many participants without recourse (Gibbings, 2020). In Guyana, the Accelerated Capital Firm Inc. Ponzi scheme defrauded thousands, severely impacting local communities (Gibbings, 2020). These fraudulent schemes not only destabilize the economic security of countries but also indirectly harm wildlife by siphoning off resources that could otherwise be allocated to combating wildlife crime.

2. *Criminal Gangs.* Criminal gangs in the Caribbean pose a severe threat to public safety, governance, and socio-economic stability, often tied to drug trafficking, gun violence, and extortion. Gang activity has been reported in many Caribbean nations, including Jamaica (UNODC, 2024), Trinidad and Tobago (Adams et al., 2018; UNODC, 2024), Haiti (UWI Press, 2015), the Dominican Republic (Harriott & Katz, 2017), and Guyana (UNODC, 2024). For example, in Jamaica, murder rates rank among the highest globally, with data showing that the majority of homicides result from collective violence linked to criminal organizations or gang disputes, and firearms are involved in most cases (UNODC, 2024). Similarly, Trinidad and Tobago has one of the highest homicide rates relating to gang-related violence, with over 100 gangs alone in the country (Adams et al., 2018). These criminal networks not only threaten national security but also siphon off resources from important wildlife management efforts, as law enforcement and government focus shift towards combating crime rather than protecting wildlife and natural ecosystems.
3. *Human Trafficking.* This crime involves the exploitation of individuals for forced labor, sexual exploitation, or other forms of coercion, with devastating consequences for victims. Human trafficking has been widely reported across many Caribbean nations, including Jamaica (US Department of State, 2024), Trinidad and Tobago (Seemungal, 2023), Haiti (US Department of State, 2024a), the Dominican Republic (UNODC, 2020a), and Guyana (Harrison et al., 2023). For instance, Haiti is a major source of trafficked individuals, particularly children, who are exploited for labor and sexual services (US Department of State, 2024a). In Trinidad and Tobago, from 2013 to 2019, 484 human trafficking cases were documented, however only half of these cases were investigated (Seemungal, 2023). The link between human trafficking and wildlife trafficking poses additional challenges, diverting law enforcement efforts away from critical wildlife protection while further endangering vulnerable populations.
4. *Firearm Trafficking and Illegal Possession.* This crime involves the unlawful importation, possession, and distribution of firearms, which significantly exacerbates violence and organized crime in the Caribbean. Firearm trafficking has been reported across numerous countries, including Jamaica (UNODC, 2020b), Trinidad and Tobago (Douglas, 2024), Haiti (Forero & Córdoba, 2024), Guyana (US Department of State, 2024b), and The Bahamas (Russell, 2022). For example, in the Bahamas, the influx of illegal firearms, largely from the US, has fueled homicides, with guns often used in conjunction with other crimes (Russell, 2022). Similarly, in Trinidad and Tobago, the importation of illegal firearms facilitates other crimes, with illegal firearms used in 8,472 fatal and non-fatal crimes between 2016-2020 (Douglas, 2024). The intertwining of firearm trafficking with wildlife crimes further complicates law enforcement efforts, as resources are diverted toward combating violent crime, reducing the focus on protecting endangered species.
5. *Drug Trafficking and Consumption.* This crime involves the unlawful production, distribution, and transportation of controlled substances, primarily cocaine and marijuana, through the Caribbean region. Drug trafficking has been widely reported across numerous countries, including Mexico (COHA, 2011a), Trinidad and Tobago (Bledsoe et al., 2023), Haiti (COHA, 2011b), Suriname (Wilkinson, 2024), and Bonaire (INTERPOL, 2022). For example, Trinidad

and Tobago's proximity to Venezuela makes it a prime transit route for drug traffickers, who often use the same maritime and air smuggling routes to transport illegal wildlife (Bledsoe et al., 2023). Similarly, in Haiti, drug trafficking networks are deeply entrenched in organized crime, with many individuals drawn into the illegal drug trade due to poverty, corruption, economic and political instability, job scarcity, and an unsafe environment (COHA, 2011b). The illegal drug trade not only fuels violence and instability in the region but also exacerbates environmental degradation. Drug traffickers use remote areas for cultivation and transportation, leading to deforestation, pollution, and loss of biodiversity. In addition, the overlap between drug and wildlife trafficking networks creates challenges for law enforcement, as resources are often diverted from protecting wildlife to combating the drug trade.

6. *Illicit Online Trade.* This crime involves the use of digital platforms to facilitate the illegal sale of wildlife products, counterfeit goods, and other prohibited commodities. Such activities have been reported in the Dominican Republic (OECD, 2022), Brazil (Global Initiative Against Transnational Organized Crime, 2024) and Trinidad and Tobago (Smith & Stamatakis, 2021). In the Dominican Republic, investigations into free trade zones have uncovered their role in facilitating the trafficking of gold and other contraband, with online marketplaces being used to mask the origins and transport routes of illicit goods (OECD, 2022). Similarly, in Brazil, monitoring efforts have revealed significant activity in the online illegal wildlife trade, where endangered species are sold through social media and e-commerce platforms, making enforcement challenging (Global Initiative Against Transnational Organized Crime, 2024). These examples highlight the dual threats posed by digital platforms to wildlife management and law enforcement, as online anonymity enables criminals to evade detection and expand their networks.
7. *Police Misconduct.* This issue involves the abuse of power by law enforcement officials, which has significant implications for public trust and governance. Police misconduct has been widely reported in many Caribbean nations, including Trinidad and Tobago (Wallace et al., 2024), Jamaica (Amnesty International, 2021), Barbados (Barbados Today, 2024), Guyana (Singh, 2024), and the Dominican Republic (Dominican Today, 2023). For example, in Jamaica, the Independent Commission of Investigations (INDECOM) has highlighted numerous cases of police brutality, with over 500 reported fatalities at the hands of law enforcement between 2015 and 2018 (Amnesty International, 2021). In Trinidad and Tobago, systemic corruption has permeated all levels of the police service, creating a culture of impunity that has further eroded public confidence in law enforcement (Wallace et al., 2024). The widespread nature of police misconduct not only undermines the rule of law but also diverts resources and attention away from crucial environmental and wildlife protection efforts, as public funds and governance structures are often consumed by efforts to address corruption and restore trust.
8. *Public Sector Corruption.* This crime involves the misuse of public office for personal gain, often through bribery or favoritism. Corruption has been reported in many Caribbean nations, including Guyana (World Justice Program, 2022), the Dominican Republic (Sherwood, 2024), Haiti (Reuters, 2024), Trinidad and Tobago, and Jamaica (The Gleaner,

2021). For example, in Guyana, 16% of Guyanese respondents reported paying bribes to public officials, underscoring prevalent corruption in the public sector (World Justice Program, 2022). While Jamaica ranked as the fifth most corrupt state in the Caribbean, indicating ongoing issues with public sector corruption (The Gleaner, 2021). The link between corruption and wildlife trafficking also poses significant challenges to law enforcement, as corrupt officials allow illegal operations to continue unchecked.

9. *Sexual Assault and Exploitation*. This crime involves the coercion or forceful involvement of individuals, often women and children, in sexual activities for profit, frequently as part of human trafficking operations. Sexual exploitation has been reported across many Caribbean nations, including the Dominican Republic (ECPAT, n.d.), Haiti (UNFPA, 2024), Trinidad and Tobago (Natanga Smith, et al., 2024), Jamaica (UNICEF, 2022), and Guyana (Wickham, 2023). For example, in Trinidad and Tobago, Venezuelan migrants, including women and minors, are often trafficked into the country for forced prostitution (Natanga Smith, et al., 2024). While in Guyana, sexual exploitation remains a significant concern particularly in remote and rural areas where young girls are targeted for labor and sexual services, with exploitation frequently linked to illegal mining activities (Wickham, 2023). In many cases, the criminal networks engaged in sexual exploitation are also involved in other illicit activities, such as wildlife trafficking and drug smuggling. These interlinked crimes pose significant challenges for law enforcement, as resources are stretched thin across multiple forms of organized crime.
10. *Property Theft*. This crime involves the illegal acquisition of personal property, real estate, or cultural artifacts, often through burglary, fraud, or illegal land occupation. Cases of property theft have been reported across the Caribbean, including in Haiti (UNODC & The World Bank, 2007), Trinidad and Tobago (Sutton et al., 2017; Trinidad and Tobago Newsday, 2024), the Bahamas (Sutton et al., 2017), Guyana (Hall, 2024), and Jamaica (Yagoub, 2017). For example, in Guyana, government employees may misappropriate government resources due to limited oversight, as seen in cases of fuel siphoning and misuse of land. In Trinidad and Tobago, property theft including burglary and fraud, are prevalent with many incidents going unreported, suggesting that the true extent of property theft is underrepresented (Sutton et al., 2017). The connection between property theft and wildlife crime also presents additional challenges for law enforcement, as resources are diverted from environmental protection to combating theft.

In order to better contextualize the above wildlife crime and non-wildlife crime threats to the wider Caribbean, we also selected a set of 10 non-crime threats that will affect, and be affected by, our strategic responses to our primary threats of concern. The selected 10 non-crime threats are well supported by available literature and can be described as:

1. *Climate Change*. This threat involves long-term alterations in temperature and weather patterns, leading to sea-level rise, increased frequency of extreme weather events, and disruption of ecosystems (Day, 2009). Cases have been reported in most, if not all, Caribbean countries and territories, including the Bahamas (Sealey et al., 2024), Barbados (Simpson et al., 2012), Belize (Mcfield et al., 2007), and Trinidad and Tobago (Singh, 1997).

For instance, in the Bahamas, rising sea levels threaten low-lying islands, leading to habitat loss for species and increased coastal erosion (Sealey et al., 2024). In Belize, coral bleaching events linked to higher sea temperatures have caused significant damage to the Belize Barrier Reef, affecting marine biodiversity (Mcfield et al., 2007).

2. *Natural Disasters*. This threat involves catastrophic events such as hurricanes, earthquakes, and floods, leading to habitat destruction, loss of biodiversity, and displacement of communities (López-Marrero et al., 2013). Cases have been reported in most, if not all, Caribbean countries and territories, including Haiti (Comerio et al., 2011), Dominica (Government of the Commonwealth of Dominica, 2017), the Bahamas (Sealey et al., 2024), and Puerto Rico (Hinojosa, 2018). For instance, in Haiti, the 2010 earthquake resulted in massive loss of life and environmental damage, affecting ecosystems and wildlife habitats (Comerio et al., 2011). In Dominica, Hurricane Maria in 2017 devastated forests and wildlife, causing long-term ecological impacts (Government of the Commonwealth of Dominica, 2017).
3. *Invasive Species*. This threat involves the introduction and spread of non-native species that outcompete native species, leading to declines or extinctions (Rojas-Sandoval et al., 2017). Cases have been reported in most, if not all, Caribbean countries and territories, including the Bahamas (Morris et al., 2011), Jamaica (Hays & Conant, 2007), and Trinidad and Tobago (Fitzgerald et al., 2015). For example, the lionfish invasion in the Bahamas has severely impacted native reef fish populations (Morris et al., 2011). In Jamaica, the Small Indian Mongoose has caused declines in native ground-nesting birds and reptiles (Hays & Conant, 2007).
4. *Legal Overfishing*. This threat involves excessive fishing within legal limits, leading to depletion of fish stocks and disruption of marine ecosystems (Leria, 2016). Cases have been reported in most, if not all, Caribbean countries and territories, including Barbados (Mahon et al., 2004), Jamaica (Aiken & Kong, 2000) and Belize (Pomeroy & Goetze, 2003). For example, in Jamaica, overfishing has led to significant decline in reef fish populations, affecting coral reef health (Aiken & Kong, 2000). In Belize, over-exploitation of the Nassau grouper has resulted in the species becoming endangered (Pomeroy & Goetze, 2003).
5. *Legal Overhunting*. This threat involves hunting within legal limits but at unsustainable levels, leading to declines or local extinctions of wildlife populations (Hillstrom & Hillstrom, 2004). Cases have been reported in most, if not all, Caribbean countries and territories, including Haiti (Smith, 2023), Cuba (Reynolds & Hayes, 2018), the Dominican Republic (Keith et al., 2003), and Suriname (Andel et al., 2003). For example, in Haiti, overhunting has contributed to the decline of the Hispaniolan hutia, a native rodent species (Smith, 2023). In Suriname, legal hunting pressures have significantly reduced populations of game species (Andel et al., 2003).
6. *Legal Over-Clearance of Land*. This threat involves legally sanctioned deforestation and land clearing for agriculture, urban development, or industry, leading to habitat loss and fragmentation (CANARI, 2019). Cases have been reported in most, if not all, Caribbean countries and territories, including Haiti (Hedges & Woods, 1993), Jamaica (McDonald et al.,

2002), Belize (Cherrington et al., 2010), and Guyana (Haden, 1999). For example, in Haiti, deforestation for charcoal production has led to extensive loss of forest cover, affecting biodiversity (Hedges & Woods, 1993). In Belize, clearance of land for agricultural expansion has threatened tropical forest habitats (Cherrington et al., 2010).

7. *Legal Harmful Tourism*. This threat involves tourism activities that, while legal, cause environmental degradation, habitat disturbance, and pressure on wildlife (Peterson, 2020). Cases have been reported in most, if not all, Caribbean countries and territories, including Jamaica (Stupart & Shipley, 2012), St. Lucia (Burke et al., 2008), Barbados (Burke et al., 2011), and Antigua and Barbuda (Baldwin, 2000). For instance, in Jamaica, mass tourism development has led to coastal pollution and coral reef damage (Miller et al., 2010). In St. Lucia, uncontrolled tourist interactions with coral reefs have stressed these ecosystems (Burke et al., 2008).
8. *Legal Abusive Animal Keeping*. This threat involves legal ownership of animals under conditions that cause harm or stress, leading to animal welfare issues and potential impacts on native species if animals escape or are released (Fielding & Ostberg, 2023). Cases have been reported in most, if not all, Caribbean countries and territories, including Trinidad and Tobago (Felicoli et al., 2023), the Bahamas (Fielding et al., 2002), and St. Kitts and Nevis (Kelly et al., 2008). For example in the Bahamas, inadequate housing and care of legally kept pets have led to concerns over animal welfare and health risks (Fielding et al., 2002). In St. Kitts and Nevis, legal animal keeping practices, such as small-scale livestock farming in urban and peri-urban areas, have raised concerns about sanitation, public health, and the well-being of the animals involved (Kelly et al., 2008).
9. *Pollution*. This threat involves the introduction of contaminants into the natural environment, causing adverse effects on wildlife, ecosystems, and human health (Diez et al., 2019). Cases have been reported in most, if not all, Caribbean countries and territories, including Jamaica (Webber & Webber, 1998), Trinidad and Tobago (Mohammed et al., 2017), Dominica (Graham, 2023), and Barbados (Edwards et al., 2017). For example, in Trinidad and Tobago, industrial pollution ecological risks to rivers (Mohammed et al., 2017). In Jamaica, pollution from agricultural runoff has led to eutrophication in rivers and coastal areas (Webber & Webber, 1998).
10. *Zoonotic Diseases*. This threat involves diseases transmitted from animals to humans, affecting public health and wildlife populations (Shiokawa et al., 2019). Cases have been reported in most, if not all, Caribbean countries and territories, including Haiti (Wallace et al., 2017), Trinidad and Tobago (Suepaul et al., 2014), Puerto Rico (Sharp et al., 2020), and Jamaica (Brown et al., 2011). For example, in Trinidad and Tobago, leptospirosis in humans has been linked to dogs and cats (Suepaul et al., 2014). In Haiti, the spread of rabies has been a persistent issue due to stray dog populations (Wallace et al., 2017).

The identification of these 34 direct threats including 14 wildlife crimes, 10 non-wildlife crimes and 10 non-crime threats highlights the pervasive and multifaceted challenges impacting wildlife and ecosystems across the wider Caribbean. This comprehensive assessment underscores the

urgency for the CAR-WEN to develop and address these complex issues to enhance regional wildlife protection efforts effectively.

4.2. Contributing Factors

By examining the contributing factors to wildlife crimes in the WCR, we can understand the complex interplay of forces that drive these serious threats to wildlife, habitats, and the societies that depend upon them. We analyze our contributing factors according to four domains of causation: economic, governmental, environmental, and societal.

With regard to the economic domain of causation, we understand the greatest driver to wildlife crime threats to be the existence of robust, publicly-accessible markets for unethically manufactured and traded wildlife products. We reason this on a variety of contributing factors, which we describe using four themes at this time:

- **Linking of Legal and Illegal Trade Chains.** This linking occurs partly as a result of the economic necessity for some communities to engage in illegal activities, a lack of ethical sourcing and traceability practices, a lack of guidance and tools for legal businesses to easily comply with wildlife laws, a lack of incentives for compliance among wildlife product producers, and a lack of incentives for compliance among wildlife product sellers.
- **Strong Demand for Wildlife Products.** Wildlife crimes are fueled by a strong demand for wildlife products, a result of increasing consumer materialism, cultural traditions of using wildlife, a growing middle class with disposable income, the perception of wildlife products as a status symbol both locally and globally, and the growth in ecotourism destinations and tourists.
- **Extensive Illegal Supply Networks.** An extensive network of illegal supply chains, often interwoven with rural and indigenous communities, ensures the continuous flow of wildlife products from source to consumer. These networks are facilitated by well-established smuggling routes and the use of social media and communication apps. Further driving these networks are the high-profit margins from wildlife sales and the relatively low risk of detection and punishment.
- **Lack of Ethical Wildlife Product Options.** The lack of ethical wildlife product options further compounds the problem, which is understood to be due to a lack of investment and support for breeding programs, the regularity with which wild-caught animals are subjected to abuse, the scarcity of consumer-available food supplements for captive wild animals, a lack of veterinarians trained for wild animal care, and a concerning decline in wild populations of species supporting seafood and wild meat markets.

With regard to the governmental domain of causation, we understand the greatest driver of wildlife crime threats to be that most governance systems fail to implement and enforce wildlife laws. We reason this on a variety of contributing factors, which we describe using four themes at this time:

- Lack of Data on Wildlife Threats. There is a concerning lack of data on wildlife threats due to an absence of regular monitoring of species populations and structures, animal welfare statuses, biosecurity risks and control procedures, and ecosystem services provision. Furthermore, inadequate data management and sharing practices limit knowledge and access to limited available data sets.
- Inadequate Laws and Legal Implementation. Wildlife crime is further catalyzed by deficiencies in laws and their implementation. The public often finds the laws inaccessible or poorly understood, while contradictory and vaguely specified regulations leave room for violations. Moreover, incomplete regulatory coverage of traded taxa, a lack of science-based policy-making, and inconsistent CITES implementation further fuel illegal activities.
- Low Capacity for Enforcement. Issues such as public sector corruption, disorganized government agencies, a lack of planning and performance evaluation, insufficient resources and training, and a shortage of facilities for quarantine and rehabilitating all contribute to the problem. These factors culminate in a low capacity for enforcement, allowing wildlife crime to persist unimpeded.
- Insufficient Leadership for Corrective Action. A lack of political concern for wildlife issues, the competition between wildlife crime and human welfare issues, the disorganization of civil society on wildlife matters, journalists and news media lacking knowledge and understanding of wildlife issues, and a criminal environment that harms and intimidates activists all contribute to insufficient leadership for corrective action.

With regard to the environmental domain of causation, we understand the greatest driver of wildlife crime threats to be that the degradation of natural environments motivates and exacerbates wildlife crimes. We reason this on a variety of contributing factors, which we describe using four themes at this time:

- Reduced Viable Habitat. Habitat clearance for human use, fragmentation of habitats into isolated areas, disturbance of wildlife due to noise and human presence, climate change-induced shifts in temperatures and weather patterns, and pollution-induced habitat degradation all contribute to reducing viable habitats for wildlife.
- Spread of Zoonotic Diseases. The spread of diseases like avian influenza, amplified by factors like the popularity of residential animal keeping, increased urbanization and agricultural industrialization, and climate changes supportive of pathogen emergence all pose significant risks to both wildlife and human populations.
- Ecosystem Service Destabilisation. Overexploitation of wildlife populations, overpopulation of certain 'pest' species, decreased availability of key food sources for wildlife, competition from invasive species, and the effects of non-selective pesticides all contribute to the destabilization of ecosystem services like food and recreational opportunities.
- Increasing Natural Disasters. The increasing occurrence of natural disasters such as hurricanes, floods, volcanic eruptions, forest fires, and sea-level rise caused by climate

change poses significant threats to wildlife, their habitats, and wildlife-dependent communities.

With regard to the societal domain of causation, we understand the greatest driver of wildlife crime threats to be that most communities do not support the implementation of wildlife laws. We reason this on a variety of contributing factors, which we describe using four themes at this time:

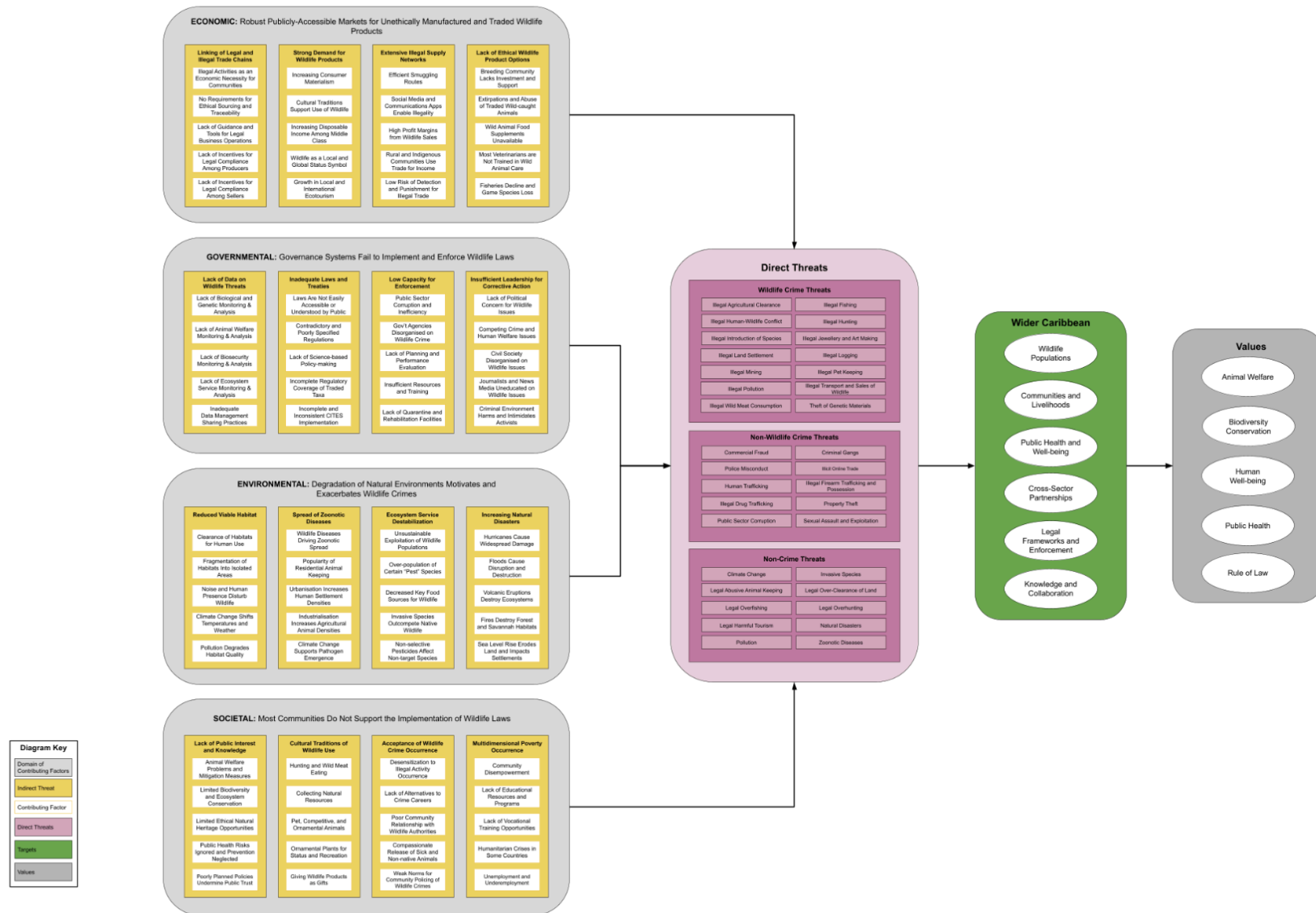
- **Lack of Public Interest and Knowledge.** Public ignorance and lack of interest in issues related to animal welfare, biodiversity, conservation, ethical natural heritage enjoyment, public health risks, and evidence-based reforms further exacerbate wildlife crimes.
- **Cultural Traditions of Wildlife Use.** The cultural tradition of using wildlife for purposes like hunting, pet ownership, ornamentation, gift-giving, and collecting natural resources like timber, sand, and stone also contributes to the persistence of wildlife crimes.
- **Acceptance of Wildlife Crime Occurrence.** Communities' desensitization to illegal activities, lack of alternatives to crime careers, poor relationships with wildlife authorities, the release of sick and non-native animals, and weak norms for community policing of wildlife crimes all foster an environment where wildlife crimes can occur unimpeded.
- **Multidimensional Poverty Occurrence.** Factors like community disempowerment, lack of educational resources and programs, insufficient vocational training opportunities, and the humanitarian crises in Venezuela and Haiti, compounded by unemployment and underemployment in some communities, create a context where crimes can flourish.

4.3. Situation Model

In line with the Open Standards, we complete our situation assessment by offering a graphical situational model that depicts the many factors that cause or contribute to wildlife crime threats in the wider Caribbean. This, in turn, facilitates the development of a targeted theory of change for the establishment and operation of an impactful CAR-WEN (see section 5).

We have designed our situation model (Figure 3) utilizing an inputting situation model used by the Nurture Nature Campaign, the project's scope of work and selected targets, and our understanding and ideating on the factors contributing to identified wildlife crime threats across four domains of causation: economy, government, natural environment, and society. We acknowledge that this situation model is limited by the lack of available data on wildlife crime in the wider Caribbean and should be further refined with more extensive stakeholder consultation and targeted research.

Figure 3: Situation Model of Wildlife Crime, Non-Wildlife Crime and Non-Crime Threats in the WCR, version 3. Full model available [here](#).



5. A Theory of Change to Establish and Operate an Impactful CAR-WEN

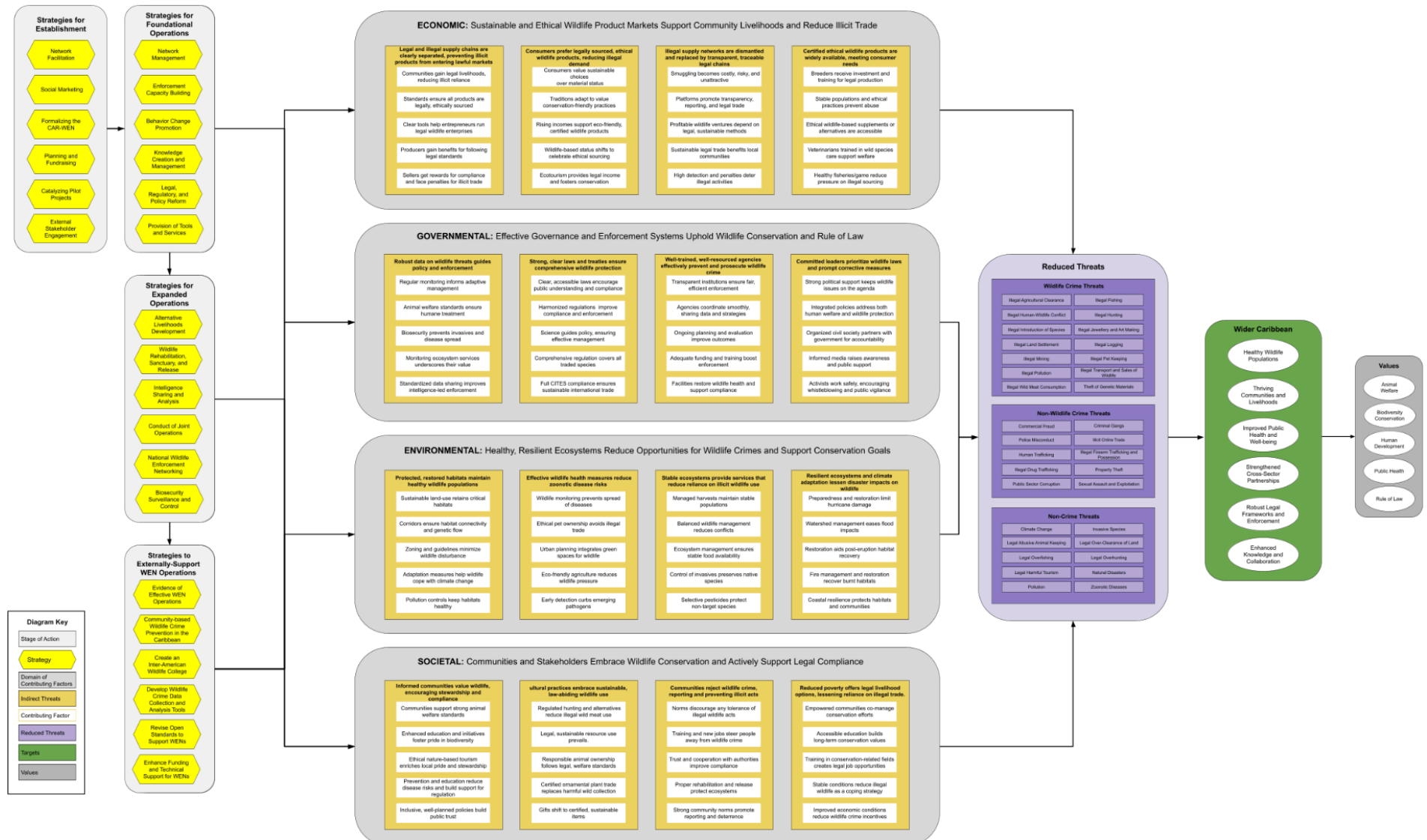
This section describes the overarching roadmap for how the CAR-WEN can progress from its earliest foundations to a well-established, regionally influential initiative that effectively combats wildlife crime. It introduces four stages—three that develop in sequence and one that operates concurrently—and explains how each set of strategies within these stages builds on the others to achieve CAR-WEN's ultimate goals.

This theory of change is anchored by three sequential stages—Establishment, Foundational Operations, and Expanded Operations—and one concurrent stage, External Support. Establishment focuses on engaging stakeholders, formalizing structures, and launching initial pilot projects, forming a necessary foundation for success. Foundational Operations then reinforces core management, enforcement capacity, and knowledge-sharing systems to pave the way for broader influence. Once these elements are fully in place, Expanded Operations advances efforts by tackling socio-economic drivers, scaling successful interventions, and strengthening regional enforcement. Running in parallel throughout, External Support maintains global partnerships, resources, and specialized tools that sustain each phase's effectiveness. A summary of how these stages and strategies align can be found in the table below, outlining the full scope of the CAR-WEN's roadmap.

Stage	Strategies
Establishment	Network Facilitation • Social Marketing • Formalizing the CAR-WEN • Planning and Fundraising • Catalyzing Pilot Projects • External Stakeholder Engagement
Foundational Operations	Network Management • Enforcement Capacity Building • Behavior Change Promotion • Knowledge Creation and Management • Legal, Regulatory, and Policy Reform • Provision of Tools and Services
Expanded Operations	Alternative Livelihoods Development • Wildlife Rehabilitation, Sanctuary, and Release • Intelligence Sharing and Analysis • Conduct of Joint Operations • National Wildlife Enforcement Networking • Biosecurity Surveillance and Control
External Support	Evidence of Effective WEN Operations • Community-based Wildlife Crime Prevention • Establish an Inter-American Wildlife College • Crime Data Collection and Analysis Tools • Revise Open Standards to Support WENs • Funding and Technical Support for WENs

In developing this theory of change, the Working Group engaged in a participatory process to ensure broad utility for wildlife enforcement across the WCR. This included adapting Open Standards for best-practice design and Responsive Regulation theory (Ayres & Braithwaite, 1992a) to ensure a balance between voluntary compliance approaches with firmer enforcement responses. More information on the participatory process used to develop this approach, including iterative drafting and stakeholder consultations, can be found in Appendix A. More information on Responsive Regulation specifically can be found in Appendix E.

Figure 4: Theory of Change to Establish and Operate an Impactful CAR-WEN. This theory of change may also be found [here](#).



5.1. Strategies for Establishment

This section presents six strategies to fully establish the CAR-WEN. The selected strategies focus on generating buy-in, ensuring legal and financial frameworks are in place, and demonstrating the CAR-WEN's potential through small-scale pilot projects. These strategies are Network Facilitation, Social Marketing, Planning and Fundraising, Formalizing the CAR-WEN, Catalyzing Pilot Projects, and Stakeholder Engagement and Advocacy. In sum, by emphasizing foundational logistics and stakeholder engagement here, we prepare both the formal network and the cooperative compliance framework envisioned under Responsive Regulation.

5.1.1. Network Facilitation

The first strategy for the establishment of a CAR-WEN is to build and strengthen the network of stakeholders involved in the CAR-WEN (see Figure 5). By engaging key stakeholders, building partnerships, and facilitating collaboration, the CAR-WEN aims to foster collective ownership and enhance wildlife enforcement efforts across the Caribbean region. This strategy is essential for creating momentum and ensuring active participation from all relevant parties.

The types of activities within this strategy are:

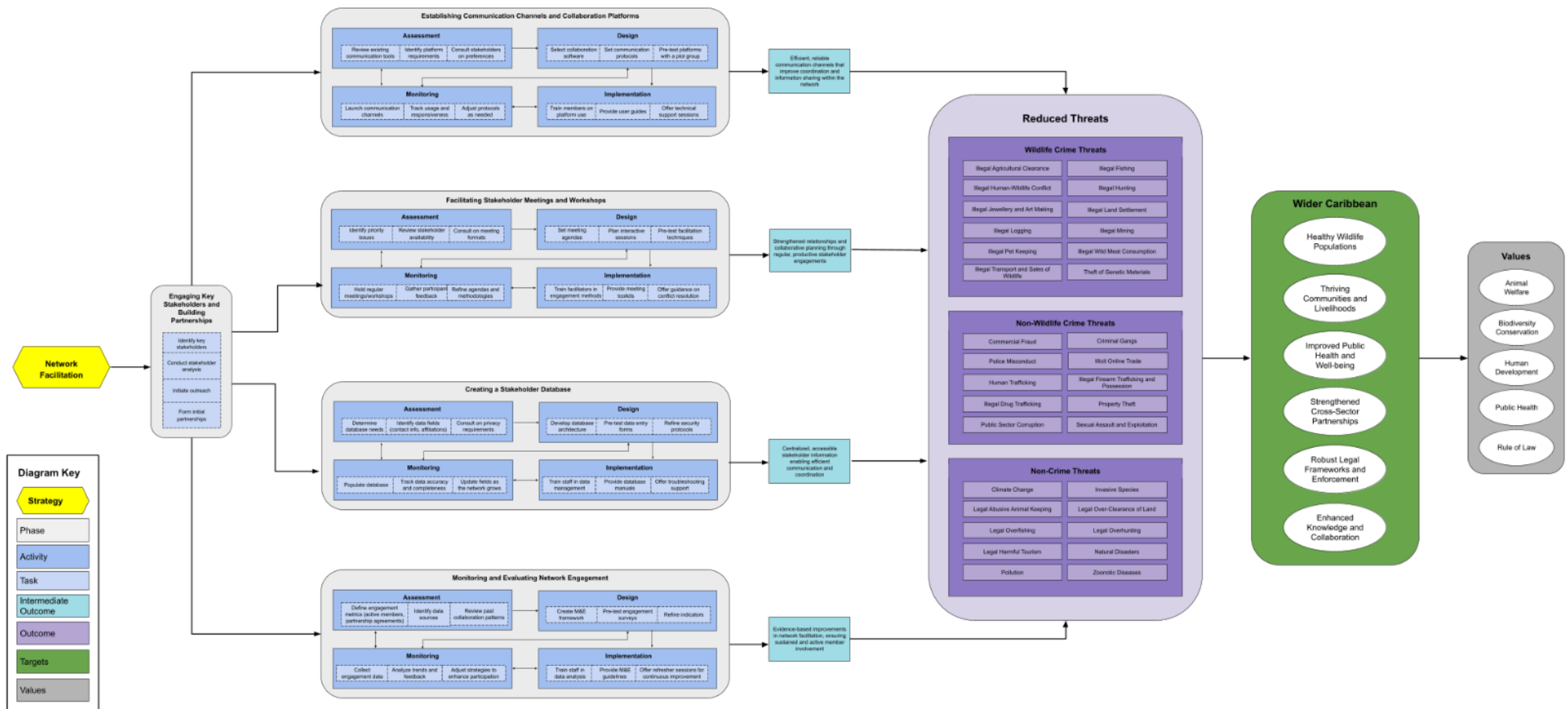
- **Engaging Key Stakeholders and Building Partnerships.** This activity involves identifying and engaging stakeholders critical to the CAR-WEN's success, including government agencies, non-governmental organisation (NGOs), enforcement agencies, and community organizations. By conducting stakeholder analyses to map potential partners and reaching out to them, we aim to establish formal and informal partnerships. This will foster collaboration and collective ownership, enhancing wildlife enforcement efforts across the Caribbean region.
- **Establishing Communication Channels and Collaboration Platforms.** This activity focuses on setting up effective communication channels and platforms to facilitate information exchange among network members. By selecting and implementing tools such as email lists, online forums, and collaboration software, and developing communication protocols, we ensure efficient and secure communication. This will enhance coordination and cooperation among stakeholders within the network.
- **Facilitating Stakeholder Meetings and Workshops.** This activity involves organizing regular meetings and workshops to promote collaboration, share knowledge, and plan joint activities. By scheduling meetings, setting agendas, and facilitating discussions on key topics like enforcement strategies and conservation initiatives, we aim to strengthen relationships among stakeholders. This will encourage active participation and alignment of efforts in wildlife enforcement.
- **Creating a Stakeholder Database.** This activity entails developing a centralized database to manage stakeholder information and facilitate communication. By designing the database structure, collecting contact information, and implementing data management protocols to ensure data security and privacy, we improve information

management within the network. This will enable efficient communication and coordination among all members.

- **Monitoring and Evaluating Network Engagement.** This activity focuses on assessing the effectiveness of network facilitation efforts by developing metrics for engagement, such as the number of active members, partnership agreements, and collaborative projects. By regularly reviewing performance and adjusting strategies based on feedback, we aim to enhance the network's effectiveness. This will ensure continuous improvement and sustained participation in the CAR-WEN initiative.

These activities are expected to lead to increased participation of governments and CSOs in the CAR-WEN initiative. We also hope to see one or more countries formally lead in creating the CAR-WEN and the development of diverse supporting resources for implementation.

Figure 5: A Strategy for Network Facilitation to Establish a CAR-WEN. This strategy may also be found [here](#).



5.1.2. Social Marketing

The second strategy for the establishment of a CAR-WEN is to promote the CAR-WEN initiative through strategic communication and community engagement efforts (see Figure 6). By increasing visibility, educating stakeholders, and fostering public support for wildlife enforcement activities in the Caribbean, this strategy aims to generate buy-in and build a positive image of the CAR-WEN among target audiences. This strategy is essential for creating awareness and encouraging active participation from all relevant parties.

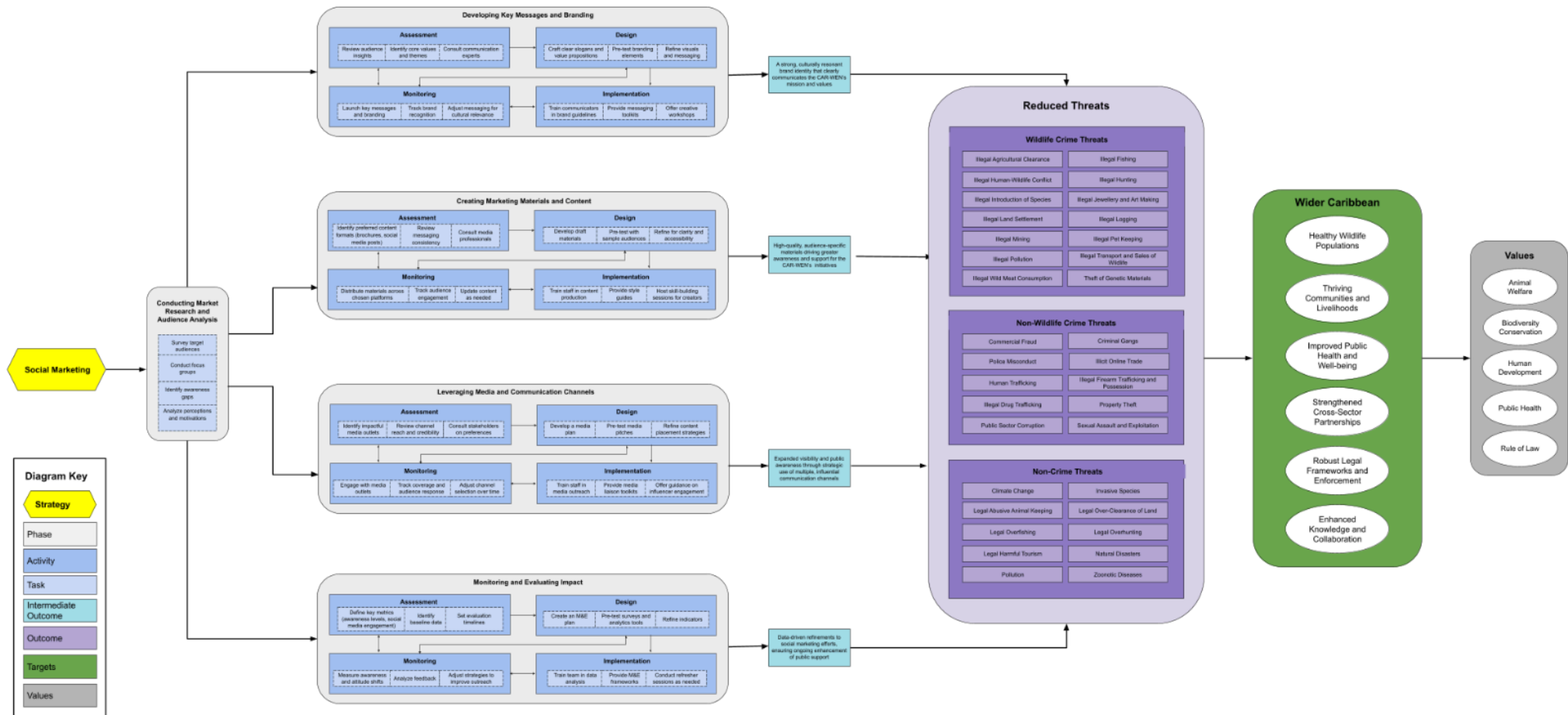
The types of activities within this strategy are:

- **Conducting Market Research and Audience Analysis.** This activity involves gathering detailed insights into the perceptions, attitudes, and motivations of our target audiences, including government officials, enforcement agencies, NGOs, communities, and the general public. By conducting comprehensive surveys, focus groups, and interviews, we aim to assess current awareness levels and identify barriers or misconceptions related to wildlife enforcement. This data will enable us to tailor our communication strategies effectively, ensuring messages resonate with each audience segment. This will enhance the impact of our social marketing efforts and foster stronger public support for the CAR-WEN initiatives.
- **Developing Key Messages and Branding.** This activity focuses on creating compelling and consistent messaging along with a strong brand identity for the CAR-WEN. By crafting clear slogans, value propositions, and developing visual elements such as logos, color schemes, and design templates, we aim to convey our mission and values effectively. This process will involve aligning our messaging with the cultural nuances and values of the Caribbean region. Strengthening our brand recognition and appeal will promote a positive image among stakeholders, increasing trust and engagement with the CAR-WEN's objectives.
- **Creating Marketing Materials and Content.** This activity entails producing a variety of high-quality marketing materials to support our outreach efforts. By collaborating with skilled designers, writers, and content creators, we will develop fact sheets, brochures, presentations, social media posts, videos, and informational guides. These materials will be tailored to different platforms and audience needs, ensuring accessibility and relevance. Effectively communicating our messages through these materials will engage our target audiences, increasing awareness and support for the CAR-WEN.
- **Leveraging Media and Communication Channels.** This activity involves utilizing various media platforms to disseminate our messages widely and effectively. By identifying impactful channels such as social media, websites, print media, radio, and television, and developing a strategic media plan, we aim to maximize our reach. Establishing relationships with media outlets and influencers will help amplify our efforts. By strategically placing content and engaging with audiences through these channels, we will enhance visibility and engagement with the CAR-WEN's initiatives.

- **Monitoring and Evaluating Impact.** This activity focuses on assessing the effectiveness of our social marketing efforts. By defining specific metrics such as audience reach, engagement levels, website traffic, and changes in awareness or attitudes (measured through follow-up surveys), we will regularly monitor and evaluate performance. Analyzing this data will provide insights into the success of our strategies and inform necessary adjustments. Ensuring our communication efforts are effective will contribute to increased support for wildlife enforcement and conservation initiatives.

These activities are expected to lead to increased awareness of the CAR-WEN, greater public and stakeholder engagement, and stronger support for wildlife enforcement initiatives across the Caribbean region.

Figure 6: A Strategy for Social Marketing to Establish a CAR-WEN. This strategy may also be found [here](#).



5.1.3. Formalizing the CAR-WEN

The third strategy for the establishment of a CAR-WEN is to formalize the CAR-WEN as a recognized entity with legal standing and operational structures (see Figure 7). By developing legal documents, securing governmental endorsements, establishing governance structures, and setting up administrative systems, this strategy aims to ensure that the CAR-WEN can operate effectively and sustainably. This strategy is crucial for legitimizing the network's activities and ensuring compliance with legal and regulatory requirements.

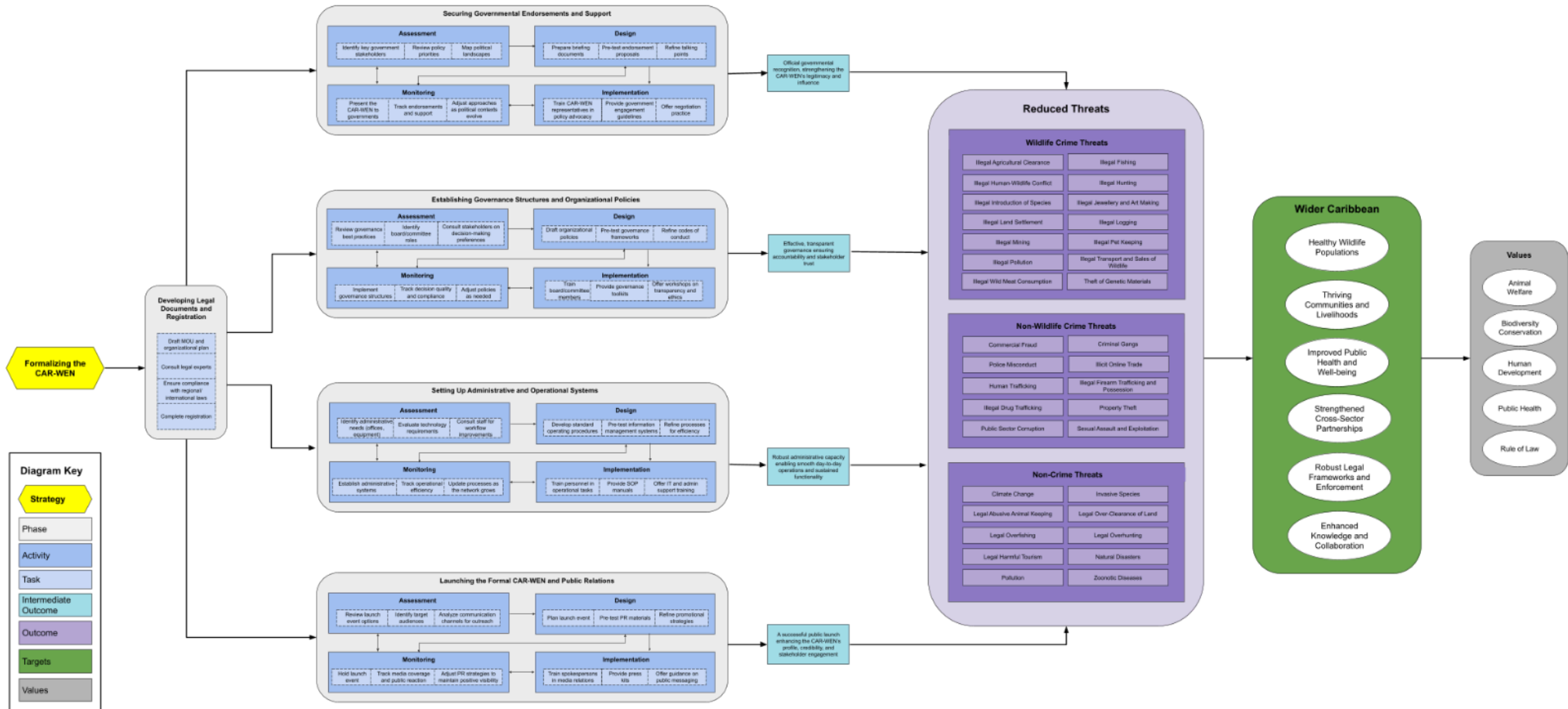
The types of activities within this strategy are:

- **Developing Legal Documents and Registration.** This activity involves creating the necessary legal documents to formalize the CAR-WEN as a recognized entity with legal standing. By drafting Memoranda of Understanding (MOUs), bylaws, partnership agreements, and other required documentation, we collaborate with legal experts to ensure compliance with regional and international laws. Completing the MOU registration process will establish the CAR-WEN's legal identity. This will legitimize our operations, enable us to enter into formal agreements, and ensure effective governance.
- **Securing Governmental Endorsements and Support.** This activity focuses on gaining official recognition and support from Caribbean governments. By presenting the CAR-WEN proposal to governmental bodies, engaging in discussions, and addressing any concerns or requirements they may have, we aim to secure formal endorsements. Building relationships with key government officials and departments will facilitate cooperation and integration with national wildlife enforcement efforts. This will strengthen the CAR-WEN's legitimacy and enhance its ability to effect change.
- **Establishing Governance Structures and Organizational Policies.** This activity entails setting up the internal structures that will govern the CAR-WEN's operations. By forming a leadership team, defining roles and responsibilities, and developing organizational policies on decision-making processes, ethics, transparency, and conflict of interest, we ensure robust governance. Implementing clear policies and procedures will enable efficient management and accountability within the CAR-WEN, fostering trust among stakeholders.
- **Setting Up Administrative and Operational Systems.** This activity involves establishing the administrative infrastructure necessary for the CAR-WEN's daily operations. By setting up offices, acquiring necessary equipment and technology, implementing information management systems, and hiring qualified personnel, we create the operational backbone of the organization. Developing standard operating procedures and workflow processes will ensure consistency, efficiency, and effectiveness in our activities. This will enable the CAR-WEN to function optimally in pursuing its mission.
- **Launching the Formal CAR-WEN and Public Relations.** This activity focuses on officially launching the CAR-WEN and promoting its establishment to stakeholders and

the public. By organizing a high-profile launch event, issuing press releases, updating websites, and actively engaging on social media platforms, we generate excitement and awareness about the CAR-WEN's mission and initiatives. Engaging in public relations efforts will build momentum, attract potential partners and supporters, and position the CAR-WEN as a key player in wildlife enforcement in the Caribbean.

These activities are expected to lead to the formal recognition of the CAR-WEN, enhanced credibility, and the establishment of a solid organizational foundation for effective operation and impact in combating wildlife crime.

Figure 7: A Strategy for Formalizing a CAR-WEN for Establishment. This strategy may also be found [here](#).



5.1.4. Planning and Fundraising

The fourth strategy for the establishment of a CAR-WEN is to develop comprehensive plans and secure the necessary funding to implement the CAR-WEN's initiatives (see Figure 8). By conducting needs assessments, creating operational plans, establishing budgeting processes, developing fundraising strategies, building partnerships, and ensuring financial accountability, this strategy aims to effectively allocate resources and sustain the CAR-WEN's operations. This strategy is critical for operational efficiency and long-term sustainability.

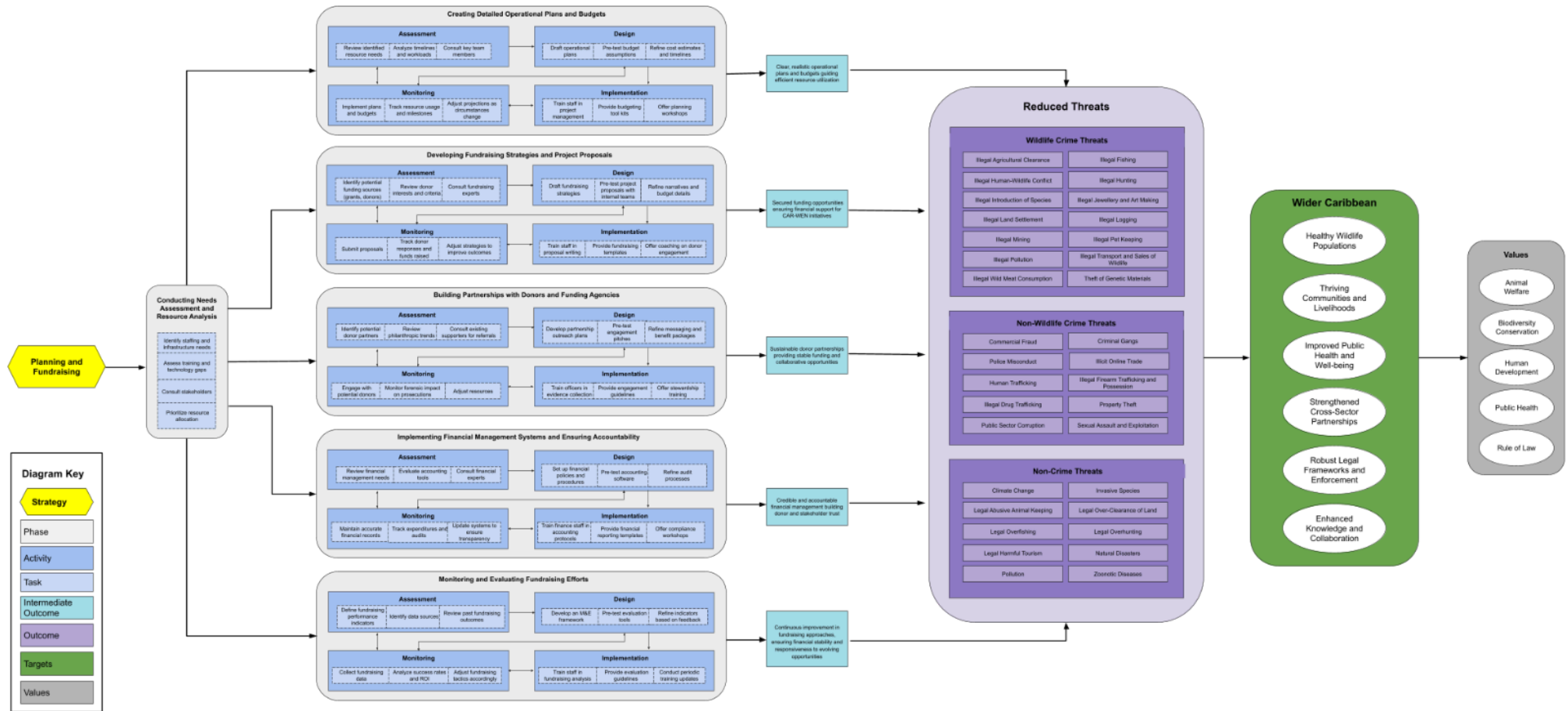
The types of activities within this strategy are:

- **Conducting Needs and Resources Accounting.** This activity involves identifying all resources required to achieve the CAR-WEN's objectives effectively. By conducting thorough assessments of staffing needs, infrastructure requirements, training necessities, and technological support, we analyze existing resources and identify gaps. This process includes engaging with stakeholders to understand their needs and expectations. The insights gained will inform our budgeting and fundraising strategies, ensuring that we allocate resources efficiently and prioritize critical areas. This will lay the groundwork for sustainable operations.
- **Creating Detailed Operational Plans and Budgets.** This activity focuses on developing comprehensive operational plans that outline the steps needed to implement the CAR-WEN's initiatives. By defining specific tasks, setting realistic timelines, assigning responsibilities, and estimating required resources, we create a clear roadmap for action. Developing detailed budgets that align with these plans ensures that financial resources are appropriately allocated to each activity. This meticulous planning will facilitate efficient execution of initiatives and effective resource management.
- **Developing Fundraising Plans and Project Proposals.** This activity entails crafting strategic approaches to secure the necessary funding for the CAR-WEN's operations. By setting clear fundraising goals, identifying potential funding sources (such as grants, donations, partnerships), and developing compelling messages that highlight the importance and impact of our work, we aim to attract donors. Preparing detailed project proposals that articulate our objectives, methodologies, and expected outcomes will increase our chances of obtaining funding. This will enable us to implement our initiatives successfully.
- **Building Partnerships with Donors and Funding Agencies.** This activity involves establishing and nurturing relationships with donors, funding agencies, and other potential supporters. By engaging with donor representatives, attending networking events, presenting the CAR-WEN's work and impact, and demonstrating transparency and accountability, we build trust and credibility. Developing long-term partnerships can lead to sustained financial support and collaborative opportunities. This will strengthen the CAR-WEN's financial stability and resource base.

- **Implementing Financial Management Systems and Ensuring Accountability.** This activity focuses on establishing robust financial management systems to oversee the CAR-WEN's funds effectively. By implementing accounting software, developing financial policies and procedures, and ensuring compliance with donor requirements and legal regulations, we maintain accurate financial records. Conducting regular audits and reporting builds transparency and accountability. This will enhance stakeholder confidence and ensure that resources are used responsibly to achieve our mission.
- **Monitoring and Evaluating Fundraising Efforts.** This activity involves regularly assessing the effectiveness of our fundraising activities. By tracking progress toward financial goals, analyzing donor engagement, reviewing the return on investment of fundraising initiatives, and gathering feedback, we gain insights into what works and what needs improvement. Adjusting our strategies based on this analysis will optimize our fundraising efforts. This will ensure that we continue to secure the necessary resources to sustain and expand the CAR-WEN's operations.

These activities are expected to lead to effective planning and resourcing of the CAR-WEN's initiatives, ensuring financial sustainability, accountability, and the successful implementation of projects aimed at combating wildlife crime in the Caribbean.

Figure 8: A Strategy for Planning and Fundraising to Establish a CAR-WEN. This strategy may also be found [here](#).



5.1.5. Catalyzing Pilot Projects

The fifth strategy for the establishment of a CAR-WEN involves implementing projects to showcase the CAR-WEN's potential and pave the way for larger, scalable successes (see Figure 9). By showcasing effective approaches to wildlife enforcement, the CAR-WEN aims to build credibility, attract support, and provide proof of concept for future expansion. This strategy is essential for demonstrating the CAR-WEN's effectiveness and inspiring confidence among stakeholders.

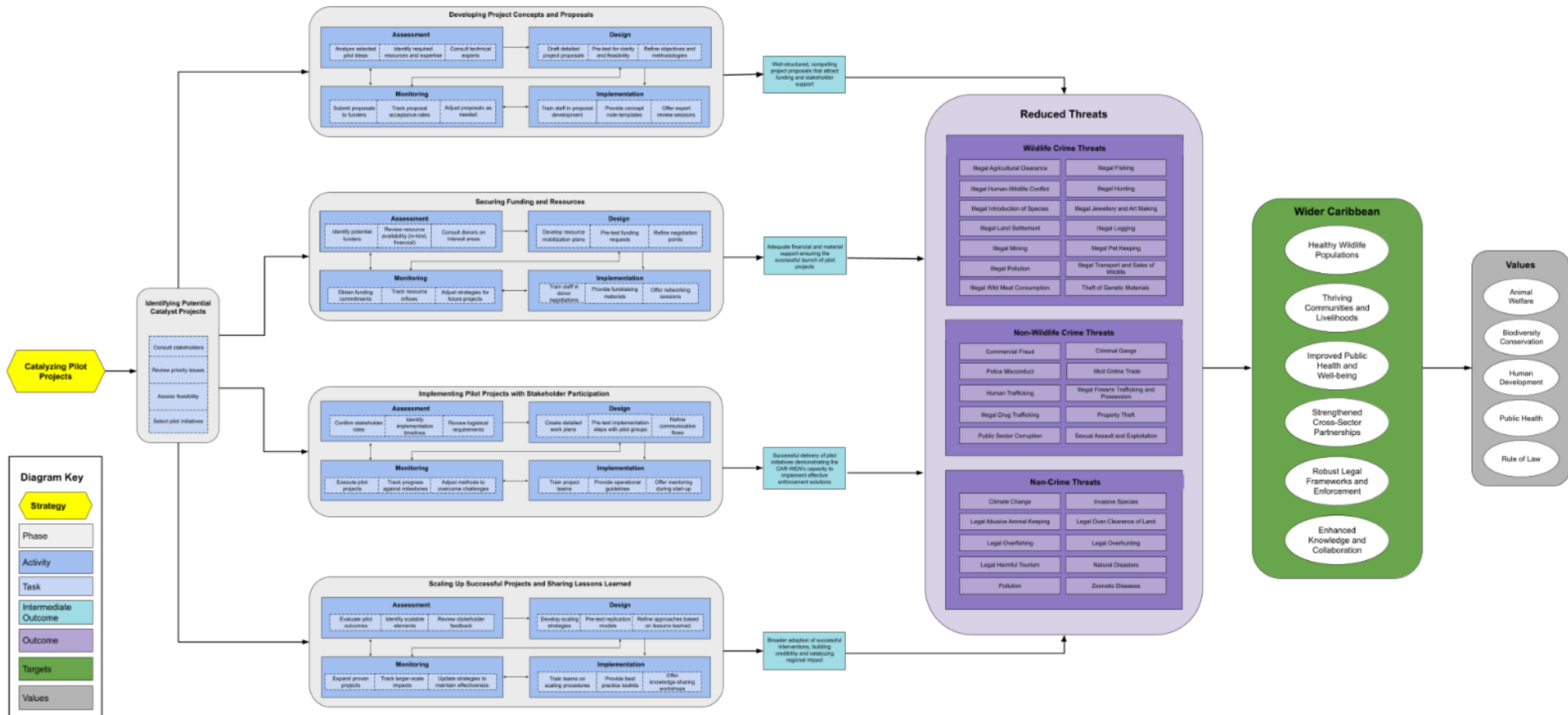
The types of activities within this strategy are:

- **Identifying Potential Pilot Projects.** This activity involves selecting short-term, small-scale pilot projects that address critical wildlife enforcement challenges and can showcase the CAR-WEN's potential. By consulting with stakeholders, reviewing priority issues, and assessing the feasibility and scalability of potential projects, we identify initiatives such as rapid assessments of wildlife crimes, legal reviews, mobile app development, training programs, and behavior change campaigns. Choosing impactful projects will provide tangible evidence of the CAR-WEN's effectiveness.
- **Developing Project Concepts and Proposals.** This activity entails creating detailed project concepts and proposals for the selected pilot initiatives. By defining clear objectives, outlining methodologies, estimating budgets, identifying required resources, and engaging experts and stakeholders in the development process, we enhance the quality and relevance of our proposals. Well-crafted proposals will facilitate securing support and funding, ensuring that projects are aligned with stakeholder needs and expectations.
- **Securing Funding and Resources.** This activity focuses on obtaining the financial and material resources necessary to execute the pilot projects. By identifying potential donors, preparing and submitting funding applications, negotiating agreements, and exploring diverse funding sources, we aim to secure adequate support. Establishing partnerships with organizations that can provide in-kind contributions or expertise will also enhance resource availability. Securing funding is essential for the implementation and success of the demonstration projects.
- **Implementing Pilot Projects with Stakeholder Participation.** This activity involves executing the pilot projects in collaboration with partners and stakeholders. By actively involving them in planning, decision-making, and implementation, we promote ownership and strengthen relationships. Effective project management includes managing timelines, addressing challenges promptly, maintaining quality control, and ensuring transparent communication. Successful implementation will demonstrate the CAR-WEN's capability to deliver impactful initiatives.
- **Scaling Up Successful Projects and Sharing Lessons Learned.** This activity entails expanding pilot projects that have proven effective and have potential for broader impact. By refining project models based on initial outcomes, developing scaling

strategies, securing additional resources, and sharing experiences and best practices with stakeholders and the wider community, we amplify the benefits of our initiatives. Documenting and disseminating lessons learned will foster innovation and encourage replication in other contexts.

These activities are expected to lead to tangible demonstrations of the CAR-WEN's effectiveness, increased stakeholder confidence, and the foundation for scaling successful initiatives to achieve broader impact.

Figure 9: A Strategy for the Production of Catalyzing Pilot Projects with Scalability to Establish a CAR-WEN. This strategy may also be found [here](#).



5.1.6. External Stakeholder Engagement

A sixth strategy for establishing the CAR-WEN is to broaden outreach and influence beyond the immediate circle of participants through robust stakeholder engagement and advocacy efforts (see Figure 10). While Network Facilitation and Social Marketing primarily address internal coordination and broad communication within and around the future CAR-WEN's core community, this strategy focuses on proactively engaging external organizations, multilateral institutions, donors, and civil society groups that can support the establishment and future operations of the CAR-WEN. By building targeted alliances, sharing evidence-driven advocacy messages, and participating in relevant regional and global fora, the CAR-WEN aims to secure lasting support, catalyze cross-border collaboration, and shape an enabling environment for wildlife enforcement initiatives.

The types of activities within this strategy are:

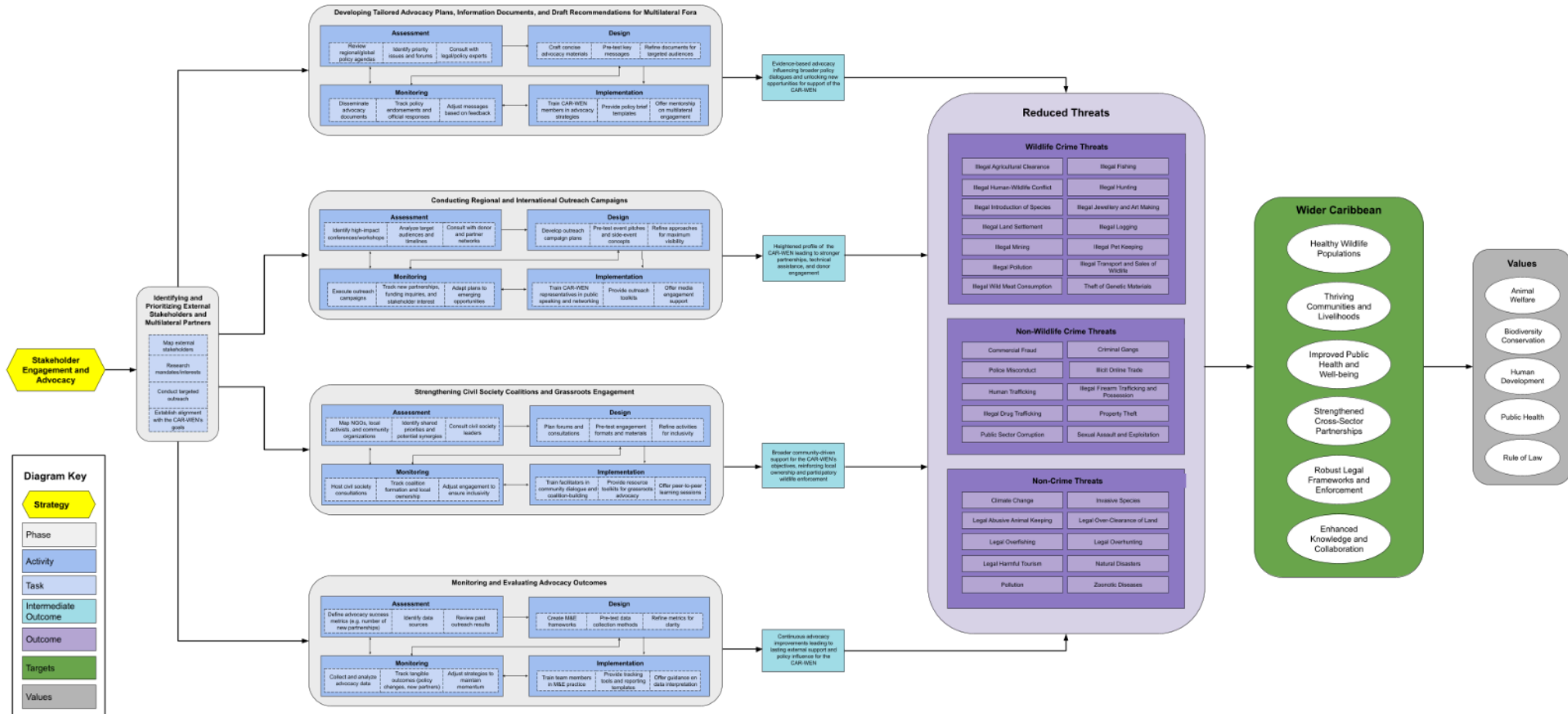
- **Identifying and Prioritizing External Stakeholders and Multilateral Partners.** This activity entails mapping a broad range of external stakeholders—such as intergovernmental organizations, development banks, philanthropic foundations, global environmental agencies, and regional governance bodies—to determine who can best support the CAR-WEN's goals. By researching mandates and interests, and conducting targeted outreach, we ensure that the network engages with partners whose missions and resources align with wildlife enforcement in the wider Caribbean.
- **Developing Tailored Advocacy Plans, Information Documents, and Draft Recommendations for Multilateral Fora.** This activity involves crafting concise, evidence-based documents and advocacy strategies that convey the CAR-WEN's relevance to pressing issues such as regional security and sustainable development in the wider Caribbean. Of particular importance are the SPAW Protocol to the Cartagena Convention, the CITES, and their associated communities. Distributing these materials and making presentations through official channels and high-profile events will help gain the attention of external decision-makers and unlock new opportunities for support.
- **Conducting Regional and International Outreach Campaigns.** This activity focuses on raising the CAR-WEN Working Group's profile across multiple platforms—ranging from high-level conferences to targeted workshops with specialized agencies. By scheduling meetings with potential donors and partners, hosting side events at global conservation gatherings, and contributing to policy dialogues, we position the CAR-WEN as the go-to entity on Caribbean wildlife enforcement. Effective outreach is crucial for attracting technical assistance, forging public-private partnerships, and enrolling new champions of the network's mission.
- **Strengthening Civil Society Coalitions and Grassroots Engagement.** This activity emphasizes the integration of grassroots advocacy and civil society perspectives into the CAR-WEN Working Group's establishment efforts. By organizing forums and consultations with wildlife management leaders, concerned NGOs, and activists, we incorporate on-the-ground insights into the network's design and future operational

plans. Drawing on civil society networks also helps reinforce local ownership of CAR-WEN's initiatives and fosters a more inclusive, participatory approach to wildlife enforcement.

- **Monitoring and Evaluating Advocacy Outcomes.** This activity ensures we regularly assess whether stakeholder engagement and advocacy tactics are translating into tangible benefits—such as expanded funding, new policy commitments, or collaborative projects. By tracking metrics like the number of new intergovernmental partnerships, policy endorsements, and civil society coalitions formed, we can refine strategies to maintain momentum and broaden our influence. Continual monitoring enables us to adapt and seize emerging opportunities for the CAR-WEN's growth.

When implemented in tandem with the other establishment strategies, Stakeholder Engagement and Advocacy will help the CAR-WEN cultivate lasting alliances and a supportive policy environment, boosting the network's long-term success. It also ensures that as CAR-WEN matures, it can draw from a strong base of external champions, donor relationships, and policy linkages—ultimately accelerating the region-wide efforts to prevent and address wildlife crimes.

Figure 10: A Strategy for External Stakeholder Engagement to Establish a CAR-WEN. This strategy may also be found [here](#).



5.2. Strategies for Foundational Operations

This section presents six strategies for the foundational operations of the CAR-WEN. These strategies focus on consolidating the network's basic structure, enhancing capabilities, and progressively increasing its impact on wildlife enforcement across the Caribbean region. The strategies are Network Management, Behavior Change Promotion, Enforcement Capacity Building, Knowledge Creation and Management, Legal, Regulatory, and Policy Reform, and the Provision of Tools and Services. Taken together, these strategies develop the CAR-WEN's organizational capacity to apply Responsive Regulation, strengthening the balance between cooperative engagement and robust legal implementation.

5.2.1. Network Management

The first strategy in the foundational operations stage is to manage and strengthen the CAR-WEN network effectively (see Figure 11), and this importantly builds upon the Network Facilitation and Planning and Fundraising strategies of the prior stage. By enhancing strategic communications, facilitating informed decision-making, and mobilizing resources, CAR-WEN aims to coordinate efforts across the region, ensuring that wildlife enforcement activities are collaborative, efficient, and impactful. This strategy is essential for maintaining momentum and ensuring active participation from all member countries and stakeholders.

The types of activities within this strategy are:

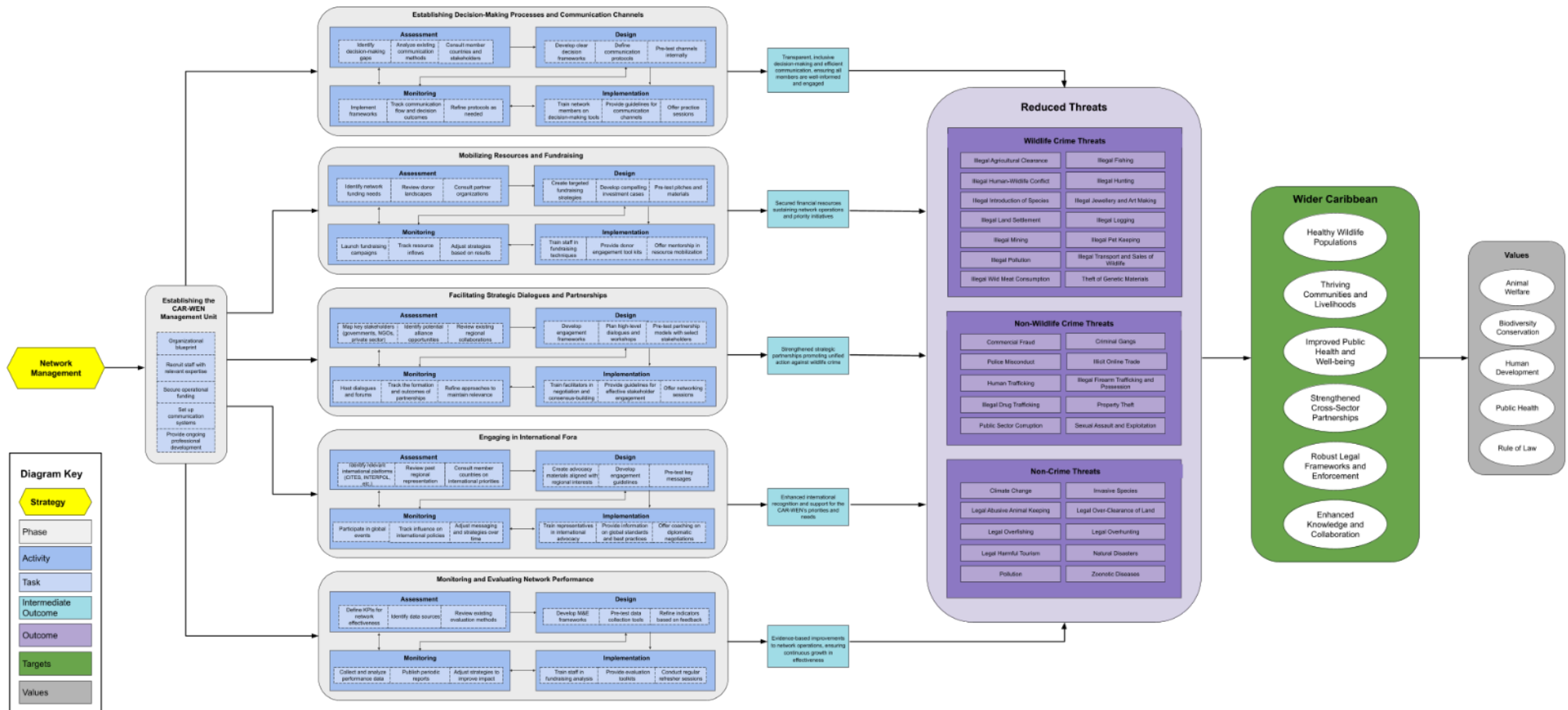
- **Establishing the CAR-WEN Management Unit.** This activity involves creating a centralized unit responsible for managing and coordinating the CAR-WEN network. By developing an organizational blueprint, recruiting dedicated staff with the necessary expertise, securing funding for operational costs, and establishing effective communication systems, we ensure the unit is equipped to oversee network activities. Providing ongoing professional development for staff will maintain high performance standards. This will enhance strategic communications and facilitate informed decision-making across the network.
- **Establishing Decision-Making Processes and Communication Channels.** This activity focuses on developing clear decision-making frameworks and establishing open and efficient communication channels among member countries and stakeholders. By setting up regular virtual and in-person meetings, creating platforms for sharing information and best practices, and defining protocols for collaboration, we enhance coordination. Transparent and inclusive processes will ensure that all members are engaged and that collective decisions are well-informed. This will strengthen the network's cohesiveness and effectiveness.
- **Mobilizing Resources and Fundraising.** This activity entails identifying the network's funding needs and opportunities, developing targeted fundraising strategies, and engaging with donors and partners to secure financial support. By presenting compelling cases for investment, demonstrating impact, and cultivating relationships with funding

entities, we aim to secure resources necessary for network operations and initiatives. Strategic allocation of these resources will address wildlife crimes effectively and support capacity-building efforts. This will sustain and enhance the CAR-WEN's efforts in combating wildlife crime.

- **Facilitating Strategic Dialogues and Partnerships.** This activity involves organizing high-level dialogues and fostering partnerships among governments, NGOs, the private sector, and international organizations. By convening forums, workshops, and meetings focused on wildlife law compliance, resource mobilization, and collaborative opportunities, we build consensus on priorities and strategies. Facilitating these interactions will enhance regional cooperation, leverage diverse expertise and resources, and promote unified actions against wildlife crime. This will strengthen relationships and amplify impact.
- **Engaging in International Fora.** This activity focuses on representing the CAR-WEN in international platforms such as CITES conferences, INTERPOL meetings, and other global environmental and enforcement gatherings. By actively participating, sharing regional insights, advocating for Caribbean needs, and requesting support or actions from the international community, we raise the CAR-WEN's profile and influence. Engaging internationally will facilitate knowledge exchange, access to resources, and alignment with global best practices. This will benefit regional enforcement efforts and promote the CAR-WEN's mission.
- **Monitoring and Evaluating Network Performance.** This activity involves regularly assessing the effectiveness of network management efforts. By establishing key performance indicators (KPIs), collecting data on engagement metrics, resource mobilization success, and the impact of collaborative initiatives, we gain insights into the network's functioning. Analyzing this data allows us to identify strengths and areas for improvement, and to adjust strategies accordingly. Continuous monitoring and evaluation will ensure the network remains dynamic, responsive, and effective in achieving its objectives.

These activities are expected to lead to enhanced coordination among member countries, increased financial and technical support, and a unified regional approach to combating wildlife crime. Effective network management will ensure that the CAR-WEN operates as a cohesive entity, maximizing its collective impact.

Figure 11: A Strategy for Network Management to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.2.2. Enforcement Capacity Building

The second strategy focuses on strengthening enforcement capabilities across the Caribbean region to effectively combat wildlife crime (see Figure 12). Recognizing the complex and multifaceted nature of wildlife offenses, it aims to enhance the skills, resources, and collaboration among law enforcement agencies, the judiciary, forensic units, and local communities. By building a robust enforcement framework, the CAR-WEN seeks to ensure that wildlife laws are consistently upheld, protecting biodiversity and supporting sustainable development.

The types of activities within this strategy are:

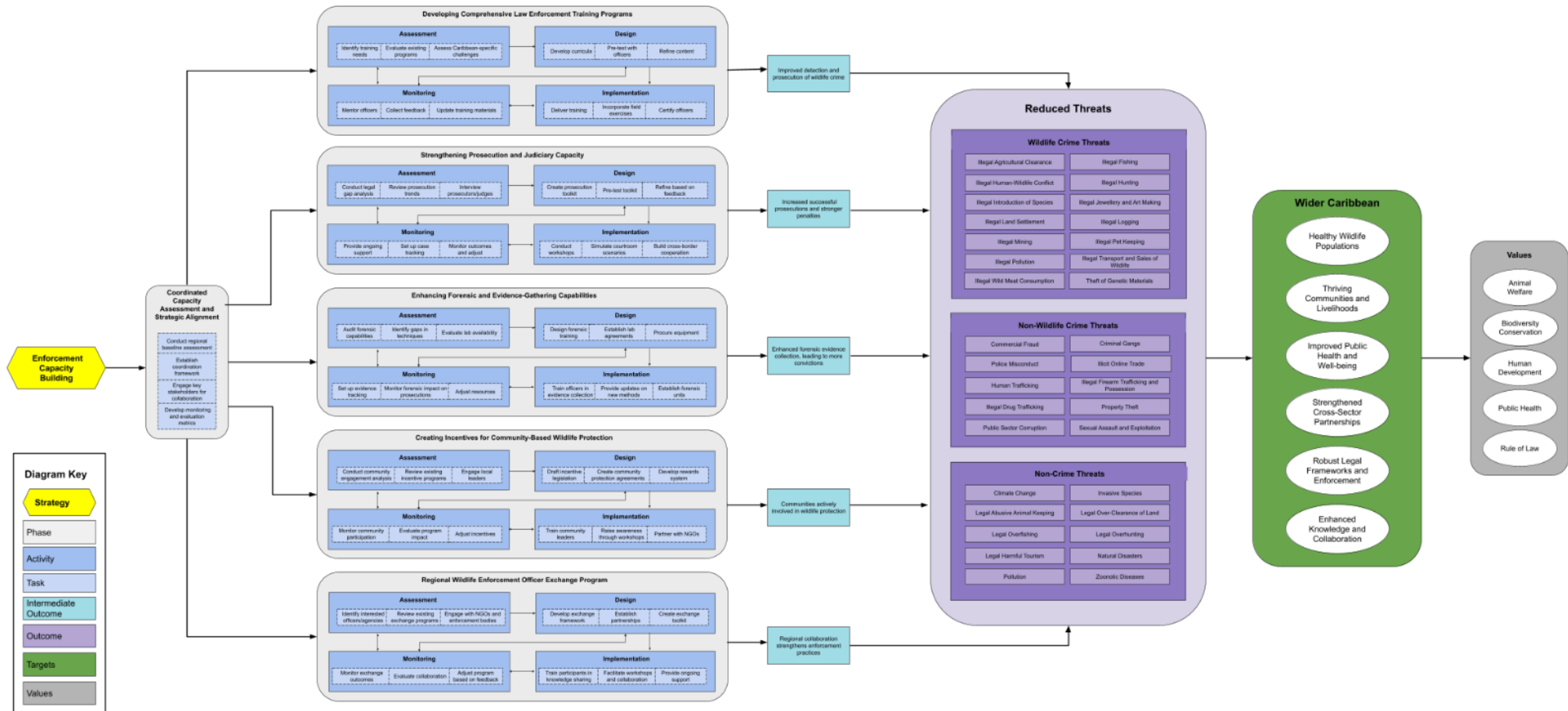
- **Conducting Coordinated Capacity Assessments and Strategic Alignment.** This activity involves performing a regional baseline assessment to identify gaps and deficiencies in wildlife enforcement capacity across all relevant sectors, including law enforcement agencies, judiciary, forensic units, and community organizations. By establishing a coordination framework, we aim to align objectives and engage key stakeholders to ensure efforts are driven by shared priorities and regional goals. This comprehensive understanding will inform targeted capacity-building initiatives, leading to a more coordinated and effective enforcement framework.
- **Developing Comprehensive Law Enforcement Training Programs.** This activity focuses on creating customized training curricula designed to address identified knowledge gaps and skill deficiencies among law enforcement personnel, from leadership and investigation to prosecution and legal reform. By including modules on species identification, crime scene processing, intelligence gathering, evidence handling, and understanding legal frameworks specific to the Caribbean context, we aim to enhance the competencies of enforcement officers. Training programs will be delivered through workshops, seminars, and online platforms and potentially through partnerships with existing police academies and other national enforcement colleges to leverage local expertise and broaden access.. This will improve the effectiveness of law enforcement agencies in detecting, investigating, and prosecuting wildlife crimes.
- **Strengthening Prosecution and Judiciary Capacity.** This activity entails enhancing the capabilities of prosecutors and judges handling wildlife crime cases. By conducting legal gap analyses to identify shortcomings in legislation and judicial processes, developing wildlife crime prosecution toolkits, and providing practical workshops and simulated courtroom scenarios, we aim to improve the understanding and application of wildlife laws within the judiciary. Engaging legal experts and offering continuous professional development will result in more effective prosecutions and deterrent sentencing, strengthening the legal response to wildlife crime.
- **Enhancing Forensic and Evidence-Gathering Capabilities.** This activity involves improving agencies' ability to collect, preserve, and analyze forensic evidence related to wildlife crimes. By conducting forensic capability audits, procuring specialized equipment

like DNA analysis kits and digital forensics tools, and training personnel in advanced forensic techniques, we bolster the scientific aspect of investigations. Implementing standard operating procedures for evidence handling and collaborating with forensic laboratories will increase the reliability of evidence presented in court. This will lead to stronger cases against offenders and higher conviction rates.

- **Creating Incentives for Community-Based Wildlife Crime Prevention.** This activity focuses on engaging local communities and fostering new forms of leadership to prevent wildlife crime by developing financial or legal incentives that encourage participation in wildlife management efforts. By establishing community wildlife protection agreements and wildlife crime reporting rewards systems, we foster a sense of ownership and responsibility among community members. Educational campaigns and capacity-building initiatives will empower communities to contribute actively to conservation. This will enhance grassroots support for enforcement efforts and reduce reliance on illegal activities.
- **Establishing a Regional Wildlife Enforcement Officer Exchange Program.** This activity promotes knowledge exchange and collaboration among officers across the Caribbean by establishing an exchange program. By developing frameworks outlining objectives, selection criteria, duration, and support mechanisms, we facilitate the sharing of best practices, experiences, and skills. Providing ongoing support and evaluating the impact of exchanges will ensure continuous improvement. This will build a network of well-trained officers who can work collaboratively to combat wildlife crime effectively.

These activities are expected to result in a more capable and coordinated enforcement framework, leading to improved enforcement of wildlife laws, increased prosecutions, and heightened risks for wildlife criminals.

Figure 12: A Strategy for Building Enforcement Capacity to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.2.3. Behavior Change Promotion

The third strategy recognizes the crucial role of voluntary human behavior in determining the effectiveness of wildlife management efforts (see Figure 13), and this importantly builds upon and extends the Social Marketing strategy of the prior stage. It aims to foster a series of behavior change campaigns across multiple Caribbean countries and territories. By utilizing social marketing techniques, the CAR-WEN seeks to influence public attitudes and behaviors toward wildlife protection, promoting sustainable practices and reducing wildlife crimes.

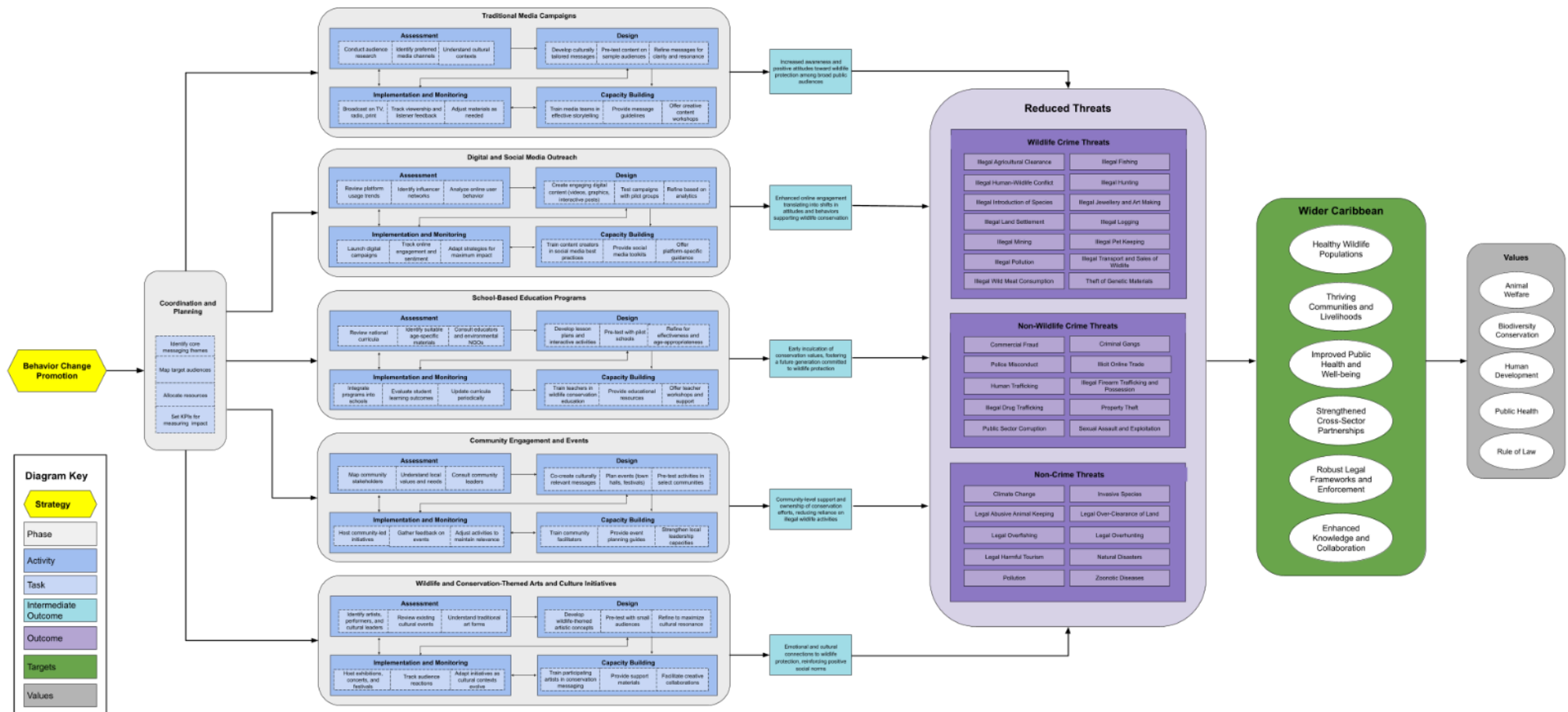
The types of activities within this strategy are:

- **Coordination and Planning.** This activity involves coordinating behavior change campaigns across multiple Caribbean countries to ensure consistency and effectiveness. By identifying core messaging themes with stakeholders, mapping target audiences, allocating resources efficiently, and setting key performance indicators (KPIs) to measure impact, we align initiatives regionally. Developing a comprehensive strategy that considers cultural nuances and local contexts will maximize campaign effectiveness. This coordination will enhance the reach and impact of behavior change efforts.
- **Traditional Media Campaigns.** This activity focuses on utilizing traditional media outlets to reach a broad audience with messages promoting wildlife conservation and discouraging illegal activities. By conducting audience research to understand preferences and perceptions, customizing messages to be culturally relevant, establishing partnerships with media outlets, and producing high-quality content featuring influential figures, we aim to raise awareness and influence attitudes. Advertising on television, radio, newspapers, and billboards will ensure widespread dissemination. This will contribute to shifts in societal norms and reduce demand for illegal wildlife products.
- **Digital and Social Media Outreach.** This activity involves engaging audiences through social media platforms and digital channels. By developing and testing compelling digital content such as videos, infographics, and interactive posts, partnering with social media influencers and bloggers, creating campaigns with hashtags, challenges, and contests, and facilitating direct audience interaction, we aim to reach especially younger demographics active online. Regularly monitoring and adjusting strategies based on analytics will optimize engagement. This will broaden our reach and encourage positive behavior changes.
- **School-Based Education Programs.** This activity entails educating the younger generation by developing curricula aligned with national standards focused on wildlife conservation. By providing teacher training workshops, creating engaging materials like lesson plans and multimedia resources, and incorporating field experiences and school clubs, we foster early appreciation for environmental issues. Engaging students will instill long-term behavioral changes and cultivate future advocates for conservation.

- **Community Engagement and Events.** This activity focuses on engaging local communities directly through participatory approaches. By mapping community stakeholders, co-creating messages with community leaders, organizing events like town hall meetings and cultural festivals, promoting community-led initiatives, and facilitating feedback discussions, we encourage community ownership. Tailoring interventions to address specific local challenges and values will enhance relevance. This will strengthen community support for wildlife protection and encourage sustainable practices.
- **Wildlife-Themed Arts and Culture Initiatives.** This activity leverages arts and culture to promote wildlife management messages. By engaging local artists, musicians, writers, and performers to create wildlife-themed projects, hosting exhibitions, concerts, and festivals, and promoting conservation through storytelling and traditional art forms, we connect with audiences emotionally. Collaborations with cultural institutions and schools amplify the impact. This creative approach will reinforce positive attitudes toward wildlife protection.

These activities are expected to lead to increased public awareness, shifts in societal norms, and reductions in demand for illegal wildlife products. By influencing behaviors at individual and community levels, the CAR-WEN aims to foster a societal shift toward wildlife conservation.

Figure 13: A Strategy for Behavior Change Promotion to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.2.4. Knowledge Creation and Management

The fourth strategy emphasizes the importance of generating, managing, and disseminating knowledge related to wildlife crime (see Figure 14). By developing comprehensive databases, reports, and collaborative platforms, the CAR-WEN aims to enhance decision-making, enforcement effectiveness, and regional cooperation.

The types of activities within this strategy are:

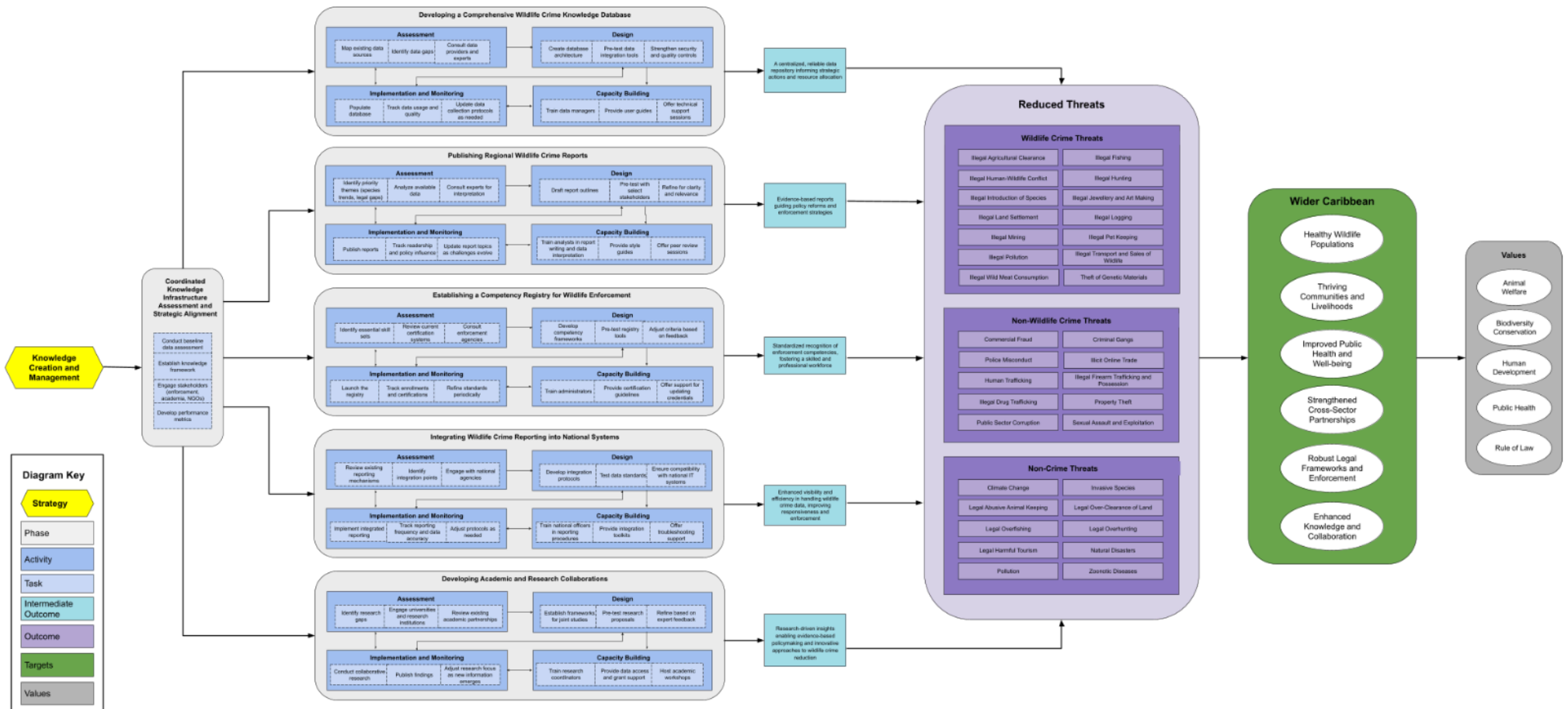
- **Coordinated Knowledge Infrastructure Assessment and Strategic Alignment.** This activity involves conducting a baseline data assessment to identify existing knowledge resources, gaps, and needs related to wildlife crime across the Caribbean. By establishing a knowledge management framework, engaging stakeholders like enforcement agencies, academic institutions, NGOs, and policymakers, and aligning objectives, we guide data collection and sharing efforts effectively. Developing monitoring metrics allows us to adjust strategies based on performance. This will enhance informed decision-making and strategic planning.
- **Developing a Comprehensive Wildlife Crime Knowledge Database.** This activity focuses on creating a centralized, user-friendly database compiling data on wildlife crime incidents, trends, species involved, trade routes, enforcement actions, and legal cases. By designing the database architecture, integrating data from multiple sources, establishing data-sharing agreements, implementing security measures, and training personnel in data entry and management, we improve data accessibility and reliability. Regular updates ensure relevance. The database will facilitate analysis, trend identification, and resource allocation, enhancing enforcement effectiveness.
- **Publishing Regional Wildlife Crime Reports.** This activity entails developing comprehensive reports providing actionable insights on wildlife crime trends, enforcement gaps, legal challenges, and policy recommendations. By collecting and analyzing data from the knowledge database, engaging experts to interpret findings, pre-testing reports with stakeholders for relevance and clarity, and disseminating reports through various channels, we inform stakeholders and the public. Reports may be annual or thematic. This will support evidence-based policymaking and strategic interventions.
- **Establishing a Competency Registry for Wildlife Enforcement.** This activity involves creating a registry to track and certify the skills and qualifications of enforcement officers and personnel involved in wildlife crime prevention. By developing a competency framework outlining required skills, designing the registry system, collecting and verifying credentials, and implementing certification processes, we standardize enforcement competencies. Providing ongoing support and updates ensures accuracy. The registry will facilitate professional development and recognition of expertise.
- **Integrating Wildlife Crime Reporting into National Systems.** This activity focuses on incorporating wildlife crime reporting mechanisms into existing national incident reporting

systems to increase visibility and response. By developing protocols, implementing data standards, training officers in reporting procedures, and integrating systems technologically, we enhance data collection and sharing. Collaboration with relevant agencies ensures alignment. This integration will improve the timeliness and effectiveness of enforcement actions.

- **Developing Academic and Research Collaborations.** This activity entails collaborating with universities, research institutions, and scholars to enhance understanding of wildlife crime patterns, drivers, and impacts. By identifying research gaps, engaging academics, establishing partnerships for joint research projects, providing access to data, and securing funding, we promote knowledge generation. Hosting conferences and seminars facilitates exchange. Research findings will contribute to evidence-based policies and innovative solutions.

These activities are expected to enhance understanding of wildlife crime dynamics, improve strategic planning, and lead to more effective enforcement actions.

Figure 14: A Strategy for Knowledge Creation and Management to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.2.5. Legal, Regulatory, and Policy Reform

The fifth strategy aims to strengthen the legal frameworks governing wildlife protection across the Caribbean (see Figure 15). By implementing comprehensive legal reforms, enhancing judicial capacity, and fostering cross-border consistency, the CAR-WEN seeks to create a robust legal environment that deters wildlife crimes and supports wildlife management efforts.

The types of activities within this strategy are:

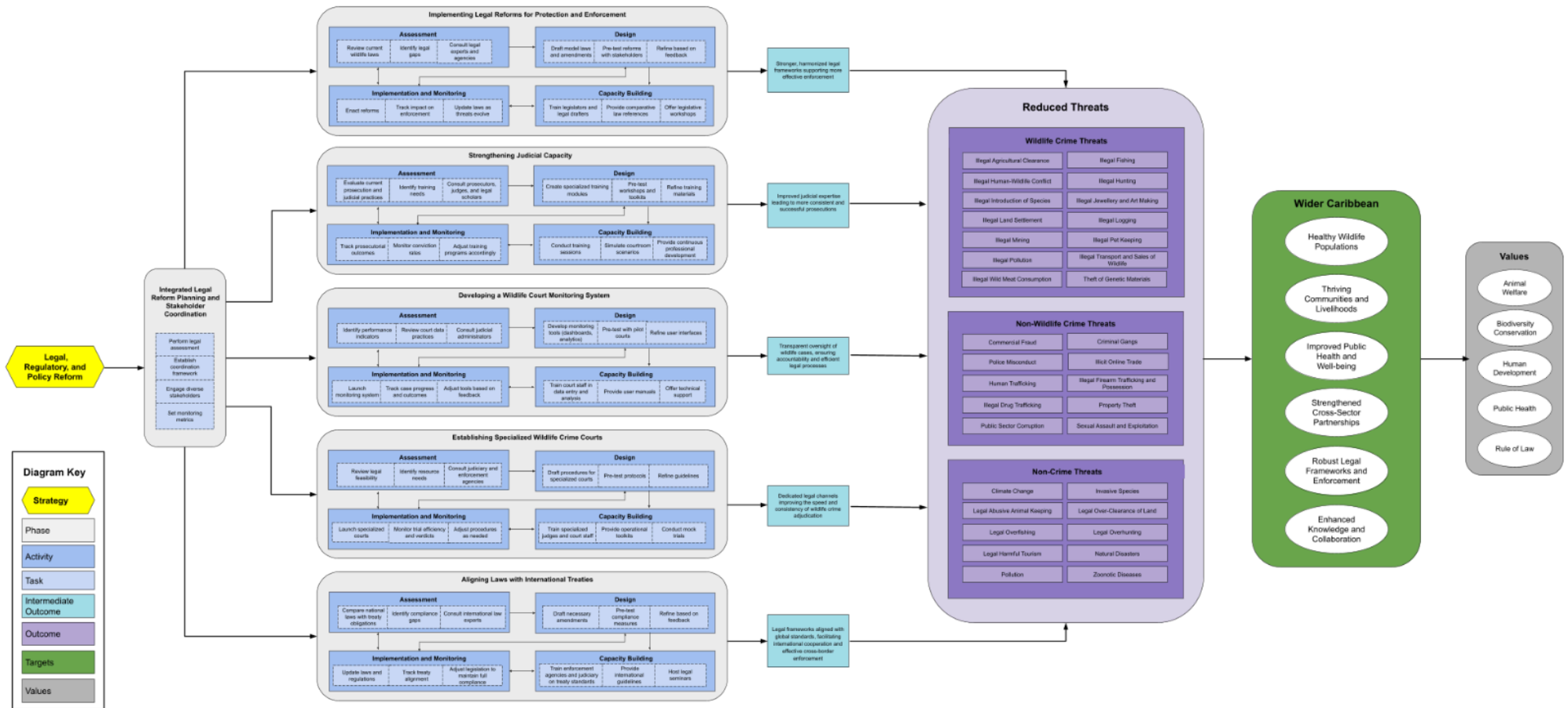
- **Integrated Legal Reform Planning and Stakeholder Coordination.** This activity involves performing a comprehensive legal assessment to identify gaps and inconsistencies in wildlife protection laws across the Caribbean. By establishing a coordination framework, engaging stakeholders including government legal departments, judiciary, enforcement agencies, NGOs, and international legal experts, and aligning objectives, we guide reform efforts effectively. Developing monitoring metrics allows tracking progress. This collaborative approach ensures that reforms are comprehensive and widely supported.
- **Implementing Legal Reforms for Protection and Enforcement.** This activity focuses on strengthening national laws and regulations to enhance wildlife protection and enforcement capabilities. By reviewing existing legislation, analyzing best practices from other jurisdictions, developing model laws and amendments, aligning reforms with international agreements like CITES, and engaging in legislative advocacy, we aim to update and harmonize legal frameworks. Providing training to legislators supports the process. Stronger laws will provide clearer mandates for enforcement agencies and judiciary.
- **Strengthening Judicial Capacity.** This activity entails enhancing the capabilities of prosecutors and judges handling wildlife crime cases. By conducting assessments of current judicial practices, developing specialized training programs, creating prosecution toolkits, providing practical workshops and mock trials, and establishing advisory groups or resource centers, we improve legal expertise. Continuous professional development and networking opportunities support knowledge sharing. Enhanced judicial capacity will lead to more successful prosecutions and deterrent sentencing.
- **Developing a Wildlife Court Monitoring System.** This activity involves implementing a monitoring system to enhance transparency and accountability in handling wildlife crime cases. By designing a system with analytics and visualization features, collecting data on case progress and outcomes, training users in data entry and analysis, and providing ongoing technical support, we track the effectiveness of legal processes. Regular reporting and feedback mechanisms inform improvements. The monitoring system will identify bottlenecks and promote efficiency in the judiciary.
- **Establishing Specialized Wildlife Crime Courts.** This activity focuses on creating specialized courts or judicial units dedicated to handling wildlife crime cases. By drafting legislation to establish such courts, developing procedures specific to wildlife crimes,

establishing specialized prosecution and defense units, and providing necessary resources and training, we streamline legal processes. Specialized courts enhance expertise, reduce case backlog, and ensure consistent application of laws. This will expedite prosecutions and strengthen legal outcomes.

- **Aligning Laws with International Treaties.** This activity entails ensuring national laws comply with and fully implement obligations under international treaties related to wildlife conservation and trade. By conducting assessments of current legislation against treaty requirements, drafting necessary amendments, developing implementation guidelines, and engaging in capacity building for enforcement agencies and judiciary, we promote global cooperation. Alignment with international standards facilitates cross-border enforcement and enhances credibility.

These activities are expected to result in stronger legal frameworks, increased enforcement effectiveness, and higher penalties for criminals.

Figure 15: A Strategy for Legal, Regulatory, and Policy Reform to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.2.6. Provision of Tools and Services

The sixth strategy focuses on providing durable tools and technical services that support the operational needs of the CAR-WEN member countries and territories (see Figure 16). By offering specialized assistance, training, and resources, the CAR-WEN aims to enhance the capacity of governments to effectively address wildlife crime. This strategy is essential for meeting specific technical demands and ensuring that parties have access to the expertise required to implement conservation and enforcement initiatives successfully.

The types of activities within this strategy are:

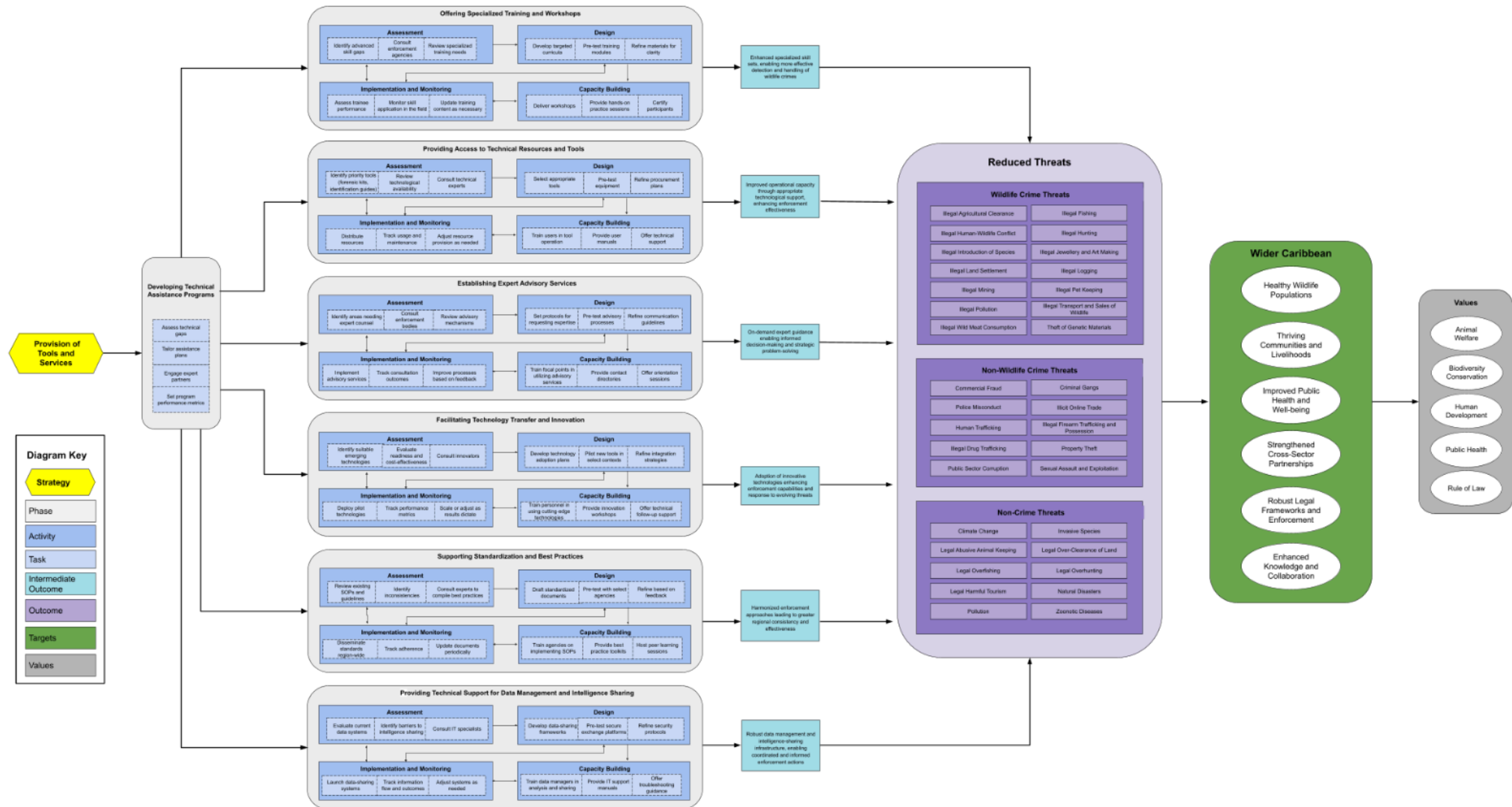
- **Developing Technical Assistance Programs.** This activity involves designing and implementing programs offering targeted technical support to member countries in specific areas of wildlife enforcement. By assessing technical needs, tailoring assistance to address gaps in areas like crime investigation, species identification, and technology use, and developing detailed program plans, we enhance operational effectiveness. Collaborating with experts and international organizations provides access to specialized knowledge. Technical assistance programs will improve capacities to address wildlife crime challenges effectively.
- **Offering Specialized Training and Workshops.** This activity focuses on organizing training sessions and workshops on advanced topics relevant to wildlife enforcement. By identifying training needs, developing curricula covering areas like forensic analysis, cybercrime related to wildlife trafficking, drone surveillance, and legal procedures, engaging expert trainers, and delivering training through various modalities, we build specialized skills among enforcement personnel. Providing certification and follow-up support ensures application of skills. Specialized training enhances competencies necessary for effective enforcement actions.
- **Providing Access to Technical Resources and Tools.** This activity entails supplying member countries with access to technical resources like software for data analysis, equipment for wildlife monitoring, forensic tools, and species identification databases. By identifying resource needs, facilitating procurement or licensing agreements, ensuring resources are up-to-date and relevant, and providing training on their use, we enhance technological capacity. Establishing maintenance and support mechanisms ensures sustainability. Access to advanced tools will improve enforcement efficiency and effectiveness.
- **Establishing Expert Advisory Services.** This activity involves setting up a network of experts offering advice and guidance on technical matters related to wildlife enforcement. By identifying specialists in areas like legal advice, forensic science, wildlife management, and technological applications, establishing protocols for accessing advisory services, and promoting availability among member countries, we provide on-demand expertise. Facilitating knowledge exchange and mentorship

opportunities enhances capacity building. Expert advisory services support informed decision-making and problem-solving.

- **Facilitating Technology Transfer and Innovation.** This activity focuses on promoting the adoption of new technologies and innovative practices in wildlife enforcement. By organizing demonstrations, pilot projects, and collaborative research, establishing partnerships with technology providers and research institutions, and supporting countries in integrating advanced tools like genetic analysis, remote sensing, artificial intelligence, and blockchain technologies, we drive innovation. Training personnel in new technologies ensures effective utilization. Technology transfer enhances enforcement capabilities and keeps pace with evolving threats.
- **Supporting Standardization and Best Practices.** This activity entails developing and disseminating standard operating procedures (SOPs), guidelines, and best practice documents to ensure consistency in technical approaches across the region. By compiling existing best practices, engaging experts to develop standardized documents, providing templates and toolkits adaptable by member countries, and facilitating workshops and training on their implementation, we promote harmonization. Regular updates and feedback mechanisms maintain relevance. Standardization improves coordination and effectiveness in enforcement operations.
- **Providing Technical Support for Data Management and Intelligence Sharing.** This activity involves developing data management and intelligence-sharing systems to enhance information flow among member countries. By establishing frameworks for secure data exchange, implementing compatible technologies, training personnel in data management, and providing ongoing technical support, we facilitate collaboration. Developing protocols for data privacy and security ensures compliance. Improved data management supports strategic planning and coordinated enforcement efforts.

These activities are expected to enhance the technical capabilities of member countries, enabling them to address wildlife crime more effectively. By providing tailored services and resources, the CAR-WEN aims to meet the specific needs of governments, fostering stronger enforcement and conservation outcomes.

Figure 16: A Strategy for the Provision of Tools and Services to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.3. Strategies for Expanded Operations

This section presents six strategies for the expanded operations of the CAR-WEN, aiming to broaden the network's impact on wildlife enforcement across the Caribbean region. Building upon foundational efforts, these strategies focus on addressing the socio-economic factors contributing to wildlife crime, enhancing operational capacities, and integrating comprehensive approaches to protect biodiversity. Here the CAR-WEN strengthens both the supportive and coercive dimensions of Responsive Regulation, channeling community engagement and robust enforcement into expanded operations.

5.3.1. Alternative Livelihoods Development

The first strategy for expanded operations is to provide sustainable alternative livelihoods to communities involved in or affected by wildlife crime (see Figure 17). By offering viable economic opportunities that align with conservation goals, the CAR-WEN aims to reduce dependency on illegal wildlife activities and promote community development. This strategy encompasses initiatives such as eco-tourism, sustainable agriculture, fisheries, handicrafts, and aquaculture, designed to support both human well-being and biodiversity conservation.

The types of activities within this strategy are:

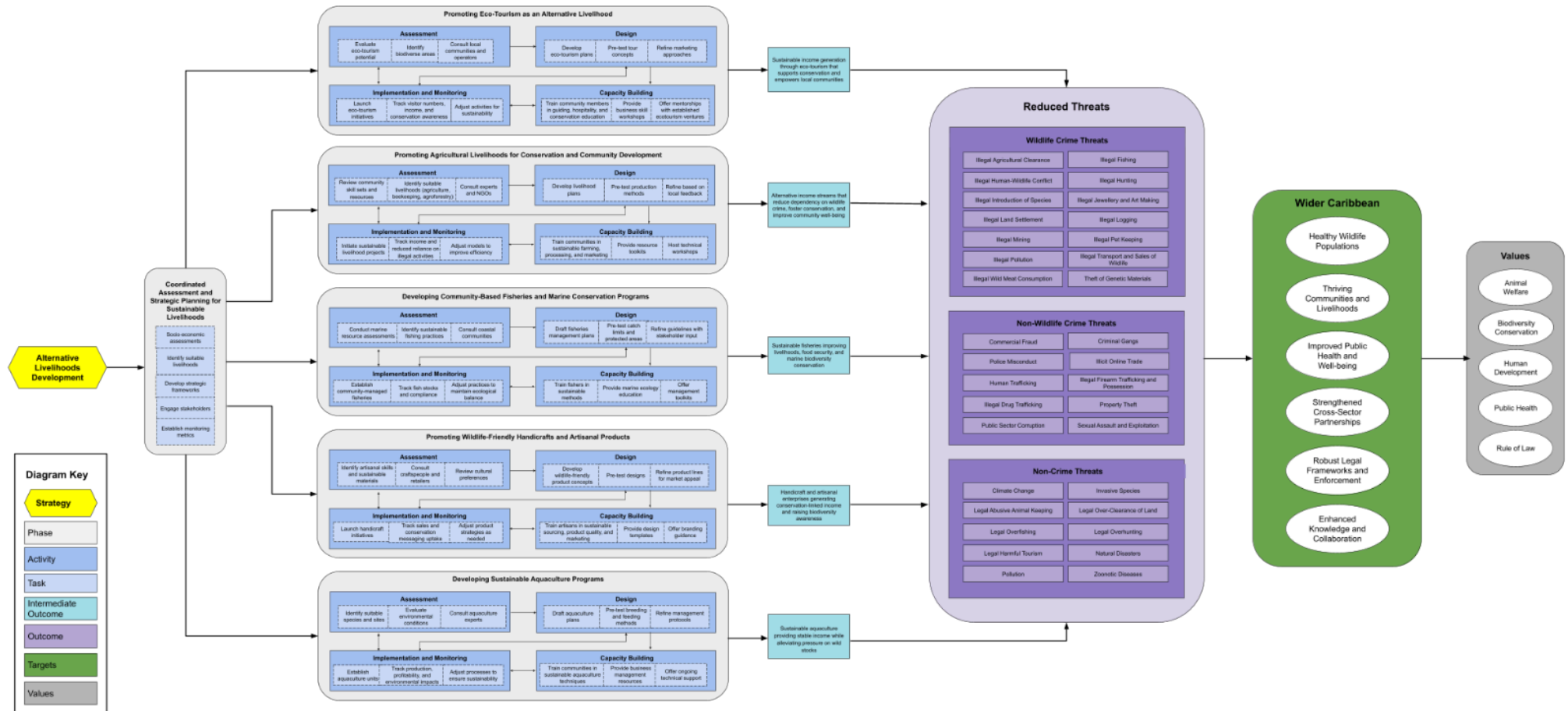
- **Coordinated Assessment and Strategic Planning for Sustainable Livelihoods.** This activity involves conducting comprehensive socio-economic assessments to identify the needs, skills, and resources of local communities involved in or affected by wildlife crime. By determining suitable alternative livelihoods with high potential for success and sustainability in each region, developing strategic frameworks aligning conservation objectives across initiatives, engaging key stakeholders including community leaders, NGOs, government agencies, and private sector partners, and establishing monitoring metrics, we ensure community buy-in and resource support. Coordinated planning will lead to effective livelihood programs reducing dependence on illegal wildlife activities.
- **Promoting Eco-Tourism as an Alternative Livelihood.** This activity focuses on developing and promoting eco-tourism initiatives providing sustainable income while encouraging wildlife conservation. By conducting ecotourism potential assessments to identify regions with high biodiversity and cultural attractions, developing comprehensive plans outlining eco-friendly activities like guided wildlife tours and conservation education, establishing partnerships with tourism operators and international organizations for marketing and capacity building, creating community-led eco-tourism associations for local ownership, and providing training in eco-tourism management and sustainable business practices, we empower communities. Implementing and monitoring these initiatives will generate income and foster conservation awareness.
- **Promoting Agricultural Livelihoods for Conservation and Community Development.** This activity entails supporting alternative livelihoods like sustainable

agriculture, beekeeping, and agroforestry aligning with conservation goals. By evaluating opportunities and community capacities, developing plans promoting sustainable practices, establishing partnerships for training, resources, and market access, creating community-led cooperatives for development and operation, and providing capacity building through training and workshops, we enhance economic opportunities. Implementing and monitoring these initiatives will reduce reliance on illegal activities and support wildlife management efforts.

- **Developing Community-Based Fisheries and Marine Conservation Programs.** This activity involves promoting sustainable fisheries and marine conservation to create livelihoods for coastal communities while protecting marine biodiversity. By conducting marine resource assessments, developing sustainable fisheries plans outlining practices like catch limits and marine protected areas, establishing community-based conservation areas managed by locals, creating community-managed fisheries cooperatives, and providing training in sustainable fishing practices and marine ecology, we support sustainable use of marine resources. Monitoring fish stocks and habitats ensures ecological balance. These programs will enhance food security and conservation.
- **Promoting Wildlife-Friendly Handicrafts and Artisanal Products.** This activity focuses on supporting the development of handicrafts and artisanal products promoting biodiversity conservation. By conducting assessments of artisanal skills and sustainable materials, developing wildlife-friendly handicraft programs emphasizing eco-friendly materials and conservation themes, establishing partnerships with retailers and conservation organizations for market access, creating community-based cooperatives for production and sales, and providing training in product development and sustainable material sourcing, we create income opportunities. Implementing and monitoring these initiatives will encourage sustainable resource use and raise conservation awareness.
- **Developing Sustainable Aquaculture Programs.** This activity entails introducing sustainable aquaculture to provide stable income while reducing pressure on wild fish stocks. By conducting assessments to identify suitable species and locations, developing aquaculture plans focusing on environmentally friendly practices, establishing partnerships for technical support and market access, creating community-based cooperatives to oversee operations, and providing training in sustainable techniques and business management, we promote responsible aquaculture. Monitoring fish production and environmental effects ensures sustainability. Aquaculture programs will enhance livelihoods and support conservation.

These activities are expected to reduce reliance on illegal wildlife activities and promote sustainable community development. By engaging communities in conservation-friendly economic activities, the CAR-WEN aims to foster long-term benefits for both people and the environment.

Figure 17: A Strategy for Alternative Livelihoods Development to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.3.2. Wildlife Rehabilitation, Sanctuary, and Release

The second strategy focuses on enhancing the capacity of Caribbean nations to care for wildlife affected by illegal activities (see Figure 18). By strengthening rehabilitation and sanctuary facilities, developing local expertise, establishing regional standards, mobilizing funding, and fostering transboundary collaboration, the CAR-WEN seeks to improve animal welfare and support biodiversity conservation.

The types of activities within this strategy are:

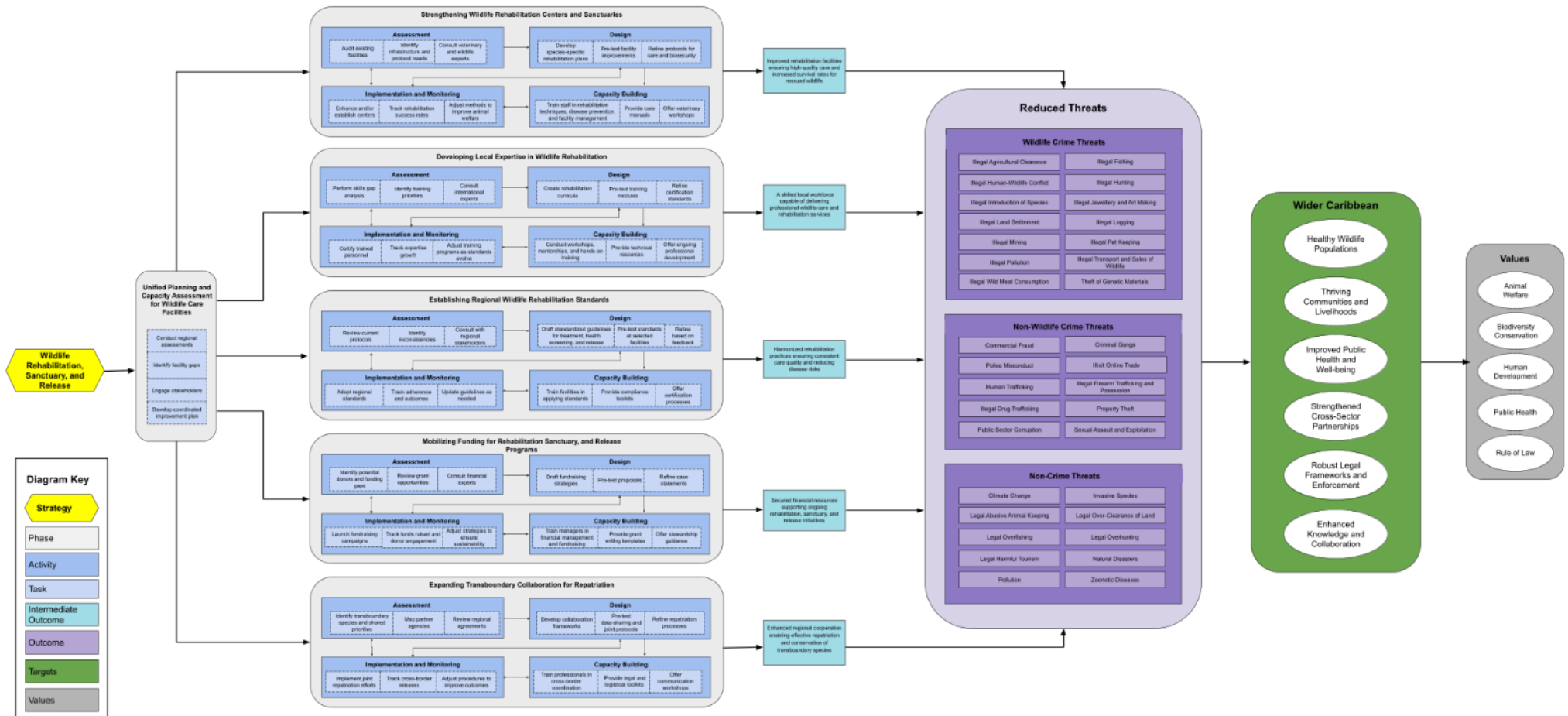
- **Unified Planning and Capacity Assessment for Wildlife Care Facilities.** This activity involves conducting regional capacity assessments to evaluate existing wildlife rehabilitation centers, sanctuaries, personnel expertise, and resource availability across the Caribbean. By identifying gaps in infrastructure, training, and protocols, we develop a coordinated plan to address these needs. Engaging stakeholders such as governments, NGOs, veterinary institutions, and international organizations ensures alignment of objectives and resource mobilization. This unified approach will strengthen facilities and expertise, improving animal welfare and conservation outcomes.
- **Strengthening Wildlife Rehabilitation Centers and Sanctuaries Across the Caribbean.** This activity focuses on enhancing and establishing facilities capable of accommodating local species and wildlife seized from illegal activities. By conducting facility audits, developing comprehensive plans that include species-specific protocols and infrastructure improvements, forming partnerships for funding and expertise, and implementing health monitoring systems, we improve care capabilities. Capacity building through training staff in rehabilitation techniques, disease prevention, and facility management will ensure high standards of care. Strengthened centers will support successful rehabilitation and release of wildlife.
- **Developing Local Expertise in Wildlife Rehabilitation.** This activity entails establishing training programs to build local expertise in wildlife rehabilitation. By performing skills gap analyses to assess current capacities, developing curricula covering best practices in animal care, medical treatment, and species-specific needs, and creating certification programs for formal recognition, we enhance professional capacities. Engaging international experts for mentorship and advanced training further develops local talent. This will ensure that qualified personnel are available to provide high-quality care to wildlife in need.
- **Establishing Regional Wildlife Rehabilitation Standards.** This activity involves creating consistency in treatment and health screening by developing regional standards and protocols. By conducting audits to evaluate current practices, assessing variability in health protocols, and developing uniform guidelines for disease screening, rehabilitation, and release, we standardize practices across facilities. Establishing monitoring and certification processes ensures compliance and continuous improvement. Standardized

protocols will enhance the effectiveness of rehabilitation efforts and reduce risks of disease transmission.

- **Mobilizing Funding for Wildlife Rehabilitation, Sanctuary, and Release Programs.** This activity focuses on securing sustainable financial resources to support rehabilitation efforts. By conducting funding landscape analyses to identify potential donors and funding mechanisms, developing comprehensive fundraising strategies including grant proposals and sponsorship packages, creating regional funding consortia to pool resources, and establishing financial accountability mechanisms, we ensure adequate funding. Capacity building through training managers in financial management and fundraising enhances sustainability. Secured funding will sustain rehabilitation programs and expand their reach.
- **Expanding Transboundary Collaboration for Repatriation.** This activity entails fostering collaboration between Caribbean nations for the care, rehabilitation, and release of wildlife, especially migratory species and those requiring specific habitats. By conducting transboundary assessments to identify shared conservation priorities, establishing formal agreements to enable coordinated efforts, creating shared databases to track rehabilitation and release activities, and training professionals in collaborative practices, we enhance cooperation. Expanded collaboration will improve conservation outcomes and facilitate the repatriation of wildlife to their natural habitats.

These activities are expected to improve animal welfare, support wildlife management efforts, and reduce risks of disease transmission associated with illegal wildlife activities.

Figure 18: A Strategy for Building Wildlife Rehabilitation, Sanctuary, and Release Capacity to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.3.3. Intelligence Sharing and Analysis

The third strategy focuses on enhancing the intelligence capabilities of enforcement agencies across the Caribbean to combat wildlife crime more effectively (see Figure 19). By improving training, developing centralized databases, leveraging technology, promoting intelligence sharing, and monitoring online platforms, the CAR-WEN aims to disrupt illegal wildlife networks and strengthen enforcement actions.

The types of activities within this strategy are:

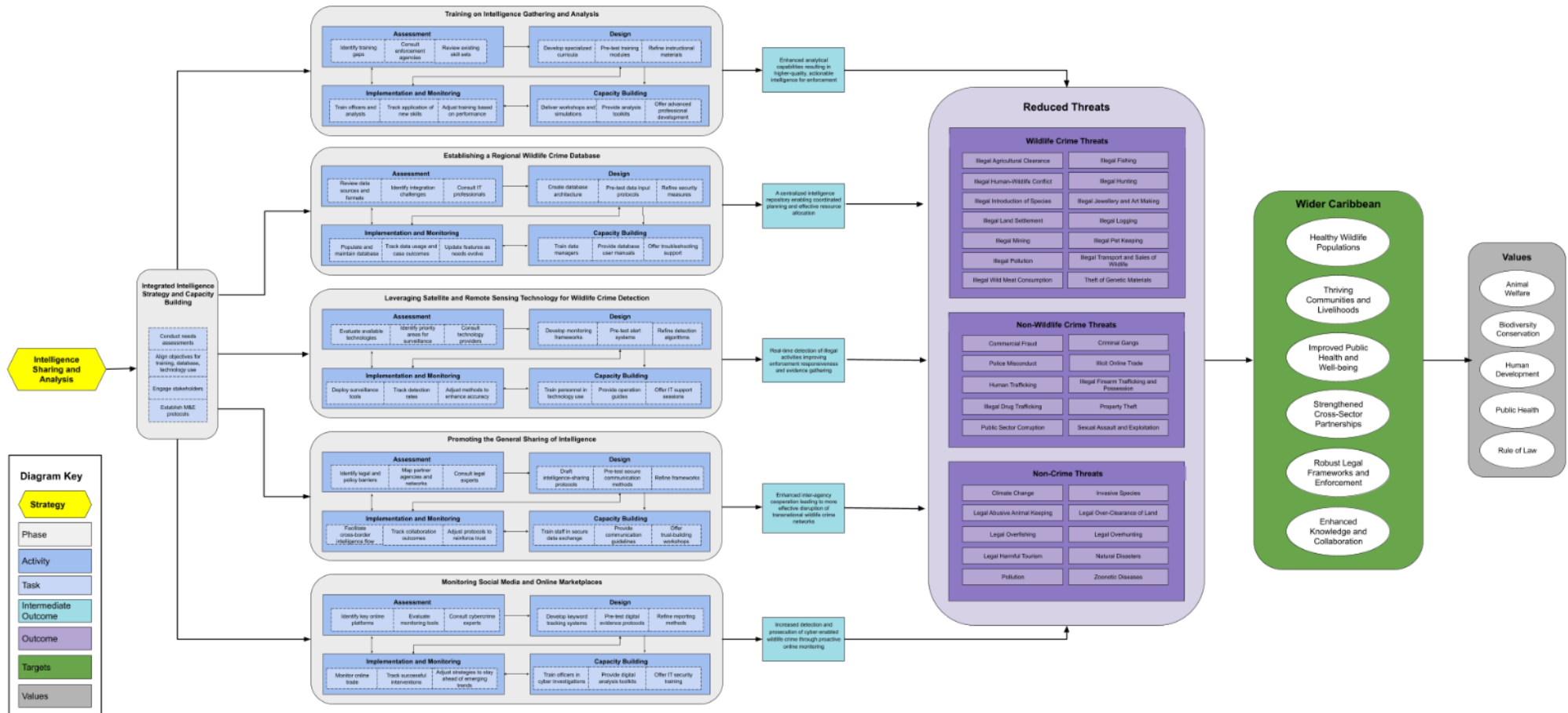
- **Integrated Intelligence Strategy and Capacity Building.** This activity involves developing a comprehensive intelligence framework that aligns objectives for training, database development, technology utilization, intelligence sharing, and online monitoring. By conducting needs and capacity assessments to evaluate existing capabilities, technological infrastructure, and legal considerations, we establish a coordinated approach. Engaging stakeholders across enforcement agencies ensures collaboration and standardization of practices. Setting up monitoring and evaluation protocols will measure the effectiveness of intelligence activities. This integrated strategy will enhance the overall capability to combat wildlife crime.
- **Training on Intelligence Gathering and Analysis.** This activity focuses on establishing robust training programs for enforcement officers and intelligence analysts. By performing skills gap analyses to identify training needs, engaging with local and international intelligence training institutions to develop specialized curricula, and delivering training on secure data collection methods, analysis techniques, and advanced investigative strategies, we build expertise. Capacity building includes workshops, simulations, and ongoing professional development. Enhanced skills will improve the quality of intelligence gathered and its application in enforcement actions.
- **Establishing a Regional Wildlife Crime Database.** This activity entails creating a centralized database that consolidates data on wildlife crime incidents, offenders, species involved, and enforcement actions. By designing the database to integrate data from multiple sources, establishing data-sharing agreements, and implementing secure access protocols, we enhance information sharing. Training data managers and enforcement personnel in data entry and analysis ensures effective use. The database will facilitate strategic planning, trend analysis, and coordinated enforcement efforts.
- **Leveraging Satellite and Remote Sensing Technology for Wildlife Crime Detection.** This activity involves utilizing advanced technologies to detect illegal activities in real-time. By conducting technology assessments to evaluate available tools, developing satellite and remote sensing monitoring frameworks, establishing partnerships with satellite companies and providers, and creating real-time alert systems, we enhance surveillance capabilities. Training intelligence officers and enforcement personnel in

using these technologies will improve detection and response times. Leveraging technology will disrupt illegal activities and support evidence gathering.

- **Promoting the General Sharing of Intelligence.** This activity focuses on encouraging and facilitating the sharing of intelligence between Caribbean nations, law enforcement agencies, and international partners. By conducting intelligence-sharing assessments, developing regional frameworks and protocols, ensuring compliance with legal and security requirements, and establishing partnerships with international enforcement networks, we enhance collaboration. Training personnel in secure communication methods and cross-border collaboration supports this effort. Shared intelligence will lead to more effective disruption of transnational wildlife crime networks.
- **Monitoring of Social Media and Online Marketplaces.** This activity entails gathering intelligence on illegal wildlife trade conducted over digital platforms. By conducting digital marketplace assessments to identify platforms used for illegal activities, developing monitoring systems utilizing tools like keyword tracking and image recognition, establishing partnerships with technology companies to report and remove illegal content, and creating digital evidence collection protocols, we address cyber-enabled wildlife crime. Training law enforcement officers in cybercrime investigation techniques will enhance capabilities. Monitoring online platforms will increase detection and prosecution of offenders operating in digital spaces.

These activities are expected to improve detection, prevention, and prosecution of wildlife crimes across the Caribbean region.

Figure 19: A Strategy for Intelligence Sharing and Analysis to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.3.4. Conduct of Joint Operations

The fourth strategy focuses on conducting coordinated joint operations to dismantle transnational criminal organizations and networks operating across the Caribbean (see Figure 20). By aligning legal frameworks, enhancing operational capacities, and fostering inter-agency cooperation, the CAR-WEN aims to disrupt criminal activities through controlled deliveries, anti-money laundering efforts, maritime patrols, sting operations, and cyber operations.

The types of activities within this strategy are:

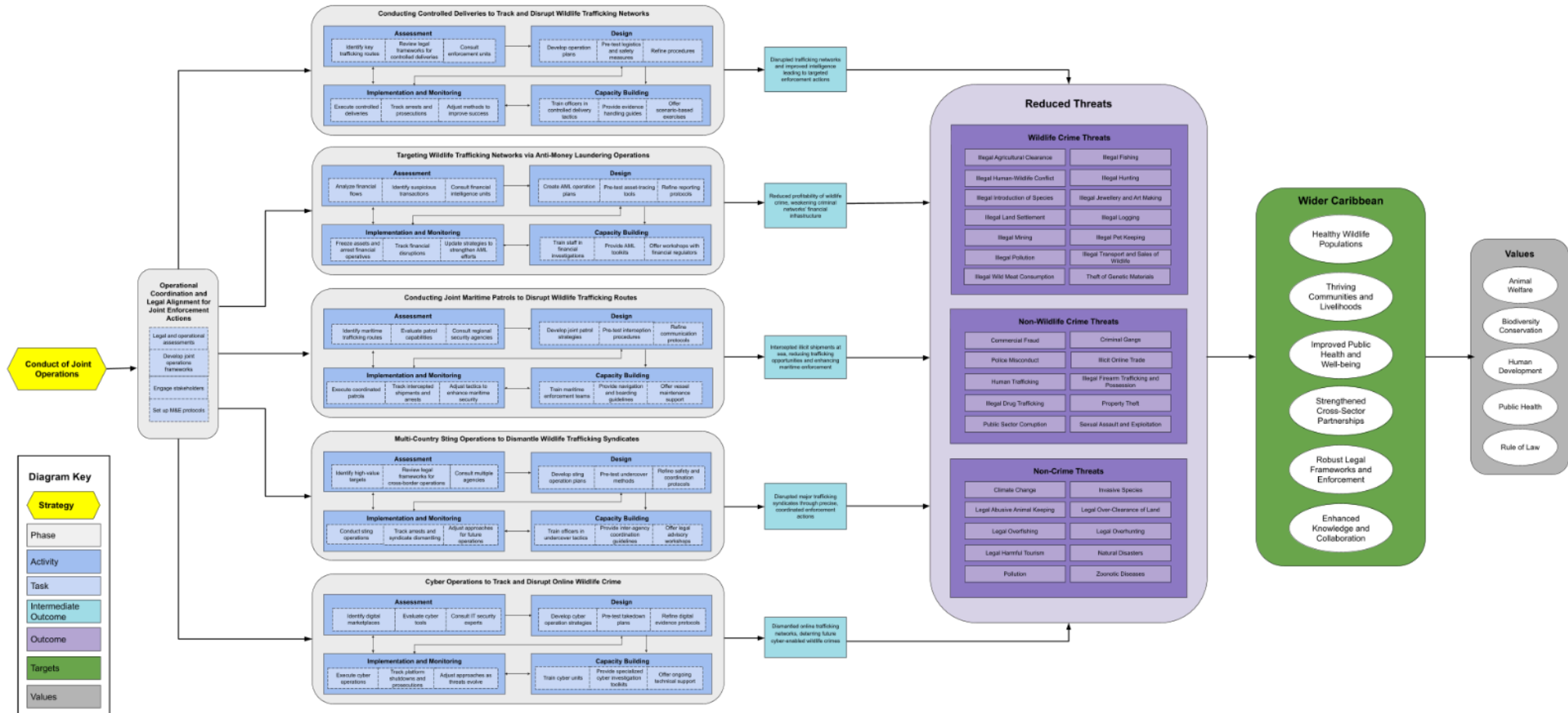
- **Operational Coordination and Legal Alignment for Joint Enforcement Actions.** This activity involves performing legal and operational assessments to identify requirements, barriers, and opportunities for conducting joint operations across borders. By developing joint operations frameworks that outline protocols, communication channels, and collaborative strategies, engaging key enforcement and legal stakeholders to secure buy-in, and aligning legal procedures among participating countries, we facilitate coordinated actions. Establishing monitoring and evaluation mechanisms ensures effectiveness. This coordination will enable joint efforts to combat transnational wildlife crime more efficiently.
- **Conducting Controlled Deliveries to Track and Disrupt Wildlife Trafficking Networks.** This activity focuses on implementing controlled deliveries to track illegal wildlife shipments and identify key players within trafficking networks. By identifying high-priority trafficking routes and shipments, assessing legal frameworks for conducting controlled deliveries, engaging with customs, law enforcement, and international partners, and developing detailed operational plans that include logistics and safety measures, we execute operations that gather intelligence leading to arrests and prosecutions. Successful controlled deliveries will disrupt networks and deter future trafficking.
- **Targeting Wildlife Trafficking Networks through Anti-Money Laundering Operations.** This activity entails disrupting trafficking networks by tracing and freezing illicit financial flows associated with wildlife crime. By conducting financial intelligence assessments, engaging with financial institutions and regulatory bodies, developing anti-money laundering operation plans, and executing operations to freeze assets and arrest financial operatives, we weaken the financial foundations of criminal organizations. Training enforcement personnel in financial investigation techniques enhances effectiveness. These operations will reduce the profitability of wildlife crime and dismantle networks.
- **Conducting Joint Maritime Patrols to Disrupt Wildlife Trafficking Routes.** This activity involves conducting coordinated maritime patrols to intercept illegal wildlife shipments at sea. By identifying key maritime trafficking routes, assessing capacities for joint patrols, engaging with regional security organizations, developing operational strategies, and executing patrols involving vessel interception and seizure, we prevent

trafficking via maritime channels. Training personnel in maritime enforcement and coordination improves outcomes. Joint patrols will enhance maritime security and enforcement effectiveness.

- **Conducting Multi-Country Sting Operations to Dismantle Wildlife Trafficking Syndicates.** This activity focuses on organizing sting operations targeting major trafficking syndicates operating across borders. By identifying high-value targets, developing detailed operational plans, coordinating with multiple enforcement agencies, securing legal authorizations, and executing simultaneous operations, we aim to arrest key figures and dismantle networks. Training officers in undercover work and international collaboration is essential. Successful sting operations will significantly disrupt criminal activities.
- **Cyber Operations to Track and Disrupt Online Wildlife Crime Networks.** This activity entails monitoring, tracking, and disrupting wildlife trafficking activities conducted online. By conducting cyber intelligence assessments, developing cyber operation strategies including monitoring illegal online markets, establishing partnerships with technology companies for cooperation, and executing operations involving takedowns and digital evidence collection, we address the growing threat of cyber-enabled wildlife crime. Training personnel in cyber operations enhances capabilities. Cyber operations will lead to increased detection and prosecution of online offenders.

These activities are expected to effectively dismantle illegal networks, enhance legal responses, and protect wildlife from exploitation.

Figure 20: A Strategy for Joint Operations to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.3.5. National Wildlife Enforcement Networking

The fifth strategy aims to strengthen national WENs by enhancing coordination, resource sharing, and capacity building across agencies involved in wildlife crime prevention (see Figure 21). By establishing task forces, implementing hotlines, developing databases, enhancing coordination, and providing specialized training, the CAR-WEN seeks to improve enforcement effectiveness at the national level.

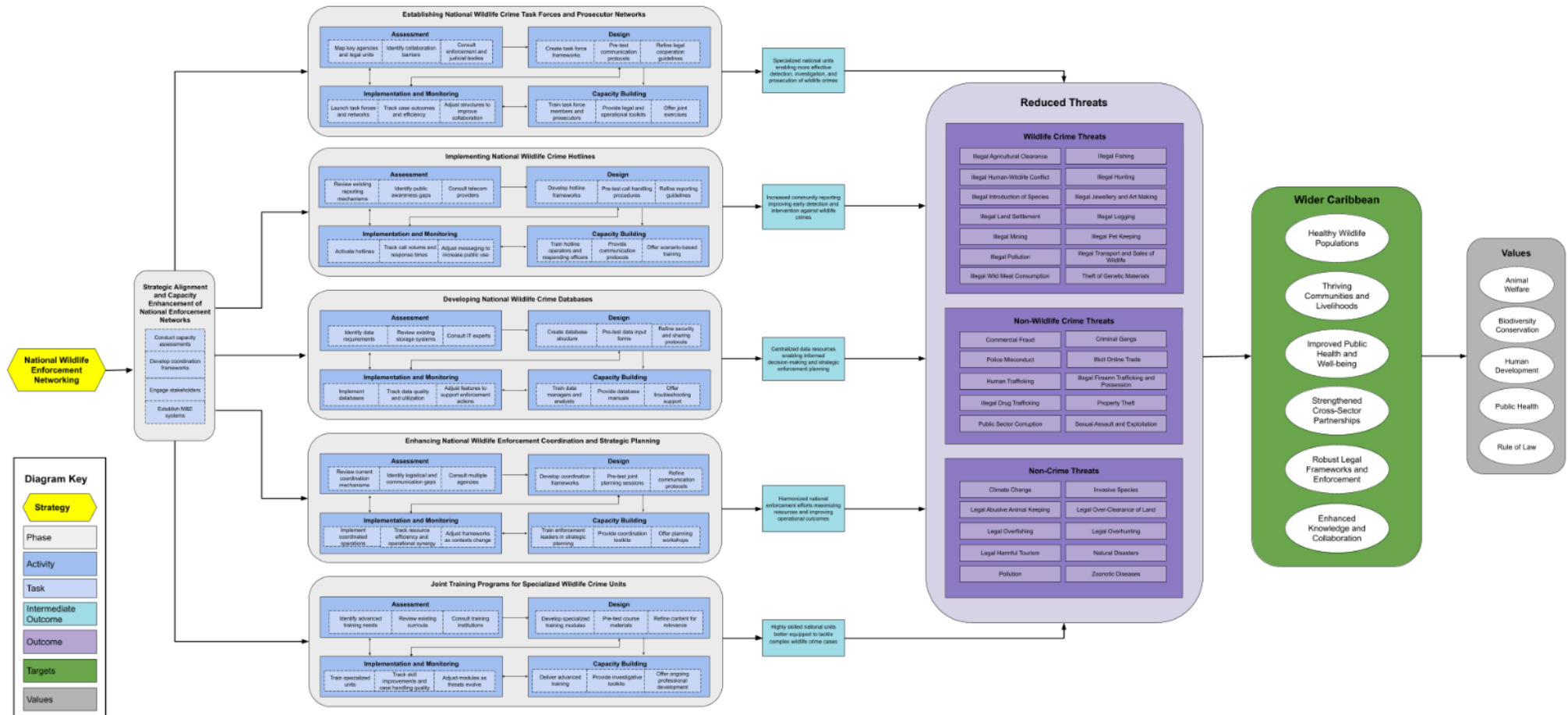
The types of activities within this strategy are:

- **Strategic Alignment and Capacity Enhancement of National Enforcement Networks.** This activity involves conducting national enforcement capacity assessments to evaluate existing structures, resources, and collaboration mechanisms within each member country. By developing national enforcement coordination frameworks that align objectives for task force establishment, hotline implementation, database development, coordination enhancement, and specialized training, and engaging stakeholders to ensure buy-in and resource mobilization, we enhance effectiveness. Setting up monitoring and evaluation systems allows tracking of progress. Enhanced national networks will improve enforcement at the country level.
- **Establishing National Wildlife Crime Task Forces and Prosecutor Networks.** This activity focuses on creating specialized task forces and prosecutor networks that coordinate efforts among law enforcement agencies, customs, environmental agencies, NGOs, and legal units. By conducting stakeholder mapping, developing frameworks outlining roles and protocols, establishing secure communication channels, and creating legal frameworks to formalize operations, we strengthen collaboration. Training members in investigation, intelligence gathering, legal frameworks, and prosecution strategies builds capacity. Task forces will enhance detection, investigation, and prosecution of wildlife crimes.
- **Implementing National Wildlife Crime Hotlines.** This activity entails establishing dedicated hotlines for the public to report wildlife crimes. By assessing current reporting mechanisms, engaging with telecommunications providers, developing reporting frameworks, establishing hotlines with direct communication channels to enforcement agencies, and creating public awareness campaigns, we facilitate community involvement. Training operators and officers in handling reports ensures responsiveness. Hotlines will increase reporting, enabling timely interventions.
- **Developing National Wildlife Crime Databases.** This activity involves creating centralized databases to improve data collection, analysis, and decision-making. By conducting data landscape assessments, designing database structures, establishing data-sharing agreements among agencies, and training personnel in data management, we enhance information availability. The databases will support strategic planning, trend analysis, and resource allocation, leading to more effective enforcement actions.

- **Enhancing National Wildlife Enforcement Coordination and Strategic Planning.** This activity focuses on improving operational capacity through enhanced logistics, communication, and strategic planning. By conducting logistical and stakeholder analyses, developing coordination frameworks, establishing protocols for joint operations, and training personnel in logistics management and strategic planning, we enhance efficiency. Improved coordination will lead to more effective enforcement operations and resource utilization.
- **Joint Training Programs for Specialized Wildlife Crime Units.** This activity entails organizing training programs for specialized units focusing on wildlife crime investigation and enforcement. By conducting skills assessments, developing customized curricula covering advanced investigation techniques, legal aspects, and inter-agency collaboration, and conducting joint exercises, we build expertise. Training enhances capabilities to handle complex cases and improves cooperation among units. Specialized training will strengthen enforcement effectiveness and outcomes.

These activities are expected to improve detection, investigation, and prosecution of wildlife crimes within member states.

Figure 21: A Strategy for National Wildlife Enforcement Networking to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.3.6. Biosecurity Surveillance and Control

The sixth strategy focuses on building robust mechanisms for biosecurity surveillance and control in the Caribbean (see Figure 22). By integrating wildlife enforcement with public health initiatives, the CAR-WEN aims to protect human populations, ecosystems, and biodiversity from threats linked to illegal wildlife trade. This strategy emphasizes the importance of continuous monitoring, effective control measures, and advanced surveillance to prevent the introduction and spread of biosecurity threats.

The types of activities within this strategy are:

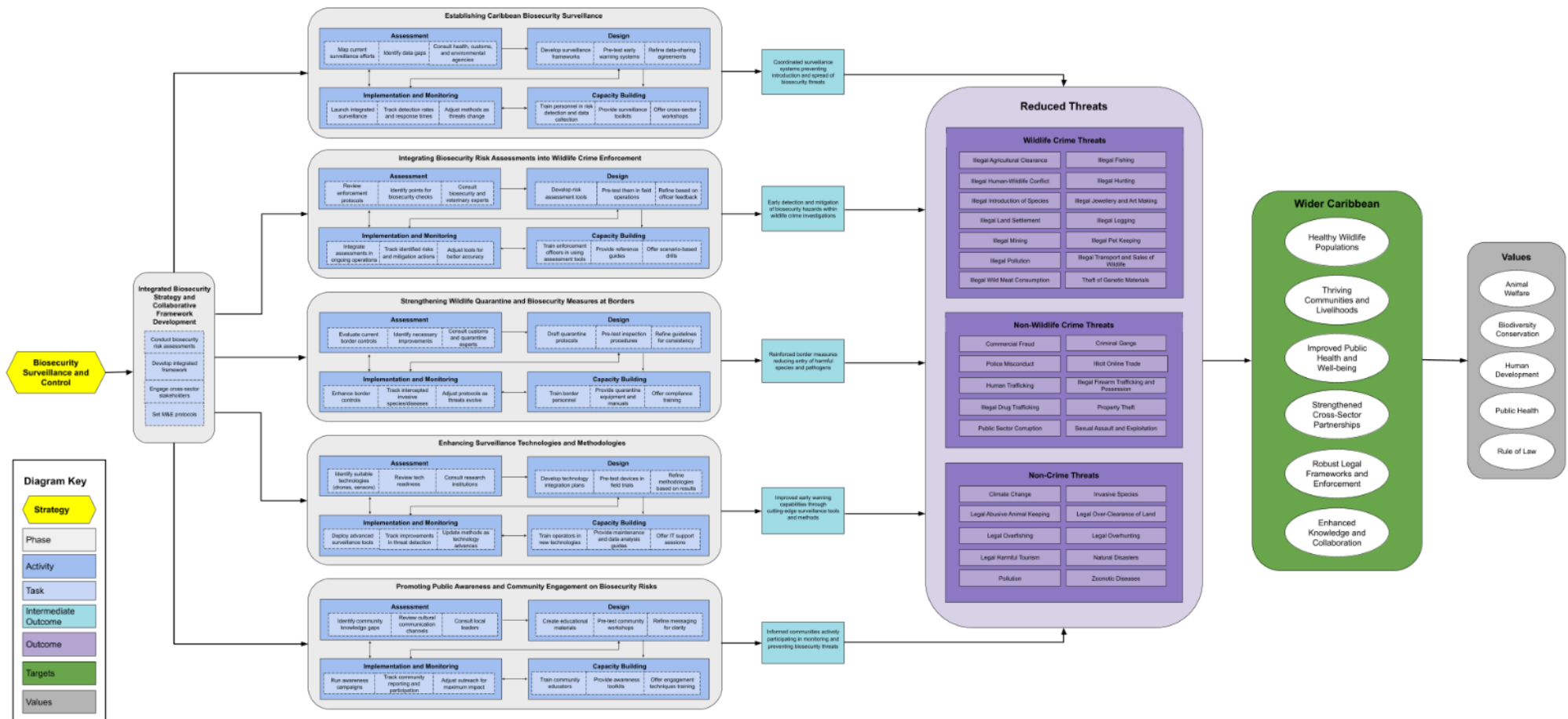
- **Integrated Biosecurity Strategy and Collaborative Framework Development.** This activity involves conducting regional biosecurity risk assessments to identify current threats, vulnerabilities, and existing capacities related to wildlife trade and its impact on human health and ecosystems. By developing an integrated biosecurity framework that aligns objectives for surveillance network establishment, risk assessment integration, quarantine measures, public awareness, and rapid response team development, and engaging key stakeholders across sectors, we ensure a coordinated approach. Establishing monitoring and evaluation protocols measures effectiveness. This strategy will enhance biosecurity mechanisms to prevent and respond to threats.
- **Establishing Caribbean Biosecurity Surveillance.** This activity focuses on creating a region-wide surveillance initiative that links wildlife enforcement, public health authorities, customs, and veterinary services. By conducting stakeholder mapping, assessing existing monitoring mechanisms, developing surveillance frameworks that integrate biosecurity data, establishing data-sharing agreements, and creating protocols for early warning systems and rapid response, we improve detection and response capabilities. Training personnel in risk detection and data collection enhances effectiveness. Integrated surveillance will prevent the introduction and spread of biosecurity threats.
- **Integrating Biosecurity Risk Assessments into Wildlife Crime Enforcement.** This activity entails developing tools and protocols for biosecurity risk assessments to be conducted during wildlife crime investigations. By assessing current enforcement protocols, engaging experts to develop assessment tools, training enforcement officers in their use, and establishing partnerships for rapid testing and response, we enhance the identification of biosecurity risks associated with illegal wildlife activities. This integration will mitigate potential threats to human health and ecosystems.
- **Strengthening Wildlife Quarantine and Biosecurity Measures at Ports and Borders.** This activity involves implementing enhanced biosecurity measures at points of entry to prevent the introduction of invasive species and diseases. By conducting assessments of current measures, developing quarantine protocols focused on biosecurity control, establishing partnerships to provide necessary facilities and testing capabilities, creating

legal frameworks to ensure compliance, and training customs and border personnel, we improve controls. Strengthened measures will safeguard biodiversity and public health.

- **Enhancing Surveillance Technologies and Methodologies.** This activity focuses on investing in advanced surveillance technologies such as remote sensing, drones, and biosensors to detect biosecurity threats more effectively. By developing methodologies for monitoring high-risk areas and wildlife populations, establishing partnerships with technology providers and research institutions, and training personnel in their operation, we enhance detection capabilities. Advanced technologies will improve monitoring and early warning systems.
- **Promoting Public Awareness and Community Engagement on Biosecurity Risks.** This activity entails developing campaigns to educate communities about biosecurity risks and involve them in monitoring efforts. By creating educational materials, organizing community workshops, leveraging media platforms, establishing partnerships with community organizations, and training community members to recognize and report threats, we enhance public engagement. Increased awareness and participation will strengthen biosecurity surveillance and prevention efforts.

These activities are expected to safeguard ecosystems and human health across the Caribbean region by enhancing biosecurity monitoring, control, and surveillance mechanisms.

Figure 22: A Strategy for Biosecurity Surveillance and Control to Reduce Caribbean Wildlife Crimes. This strategy may also be found [here](#).



5.4. Strategies to Externally-Support WEN Operations

This section introduces six strategies that external actors can undertake to further support the operations of the CAR-WEN and enhance its effectiveness in the global context. These strategies focus on fostering international collaboration, building capacity through education and community engagement, improving data-driven approaches, aligning standards and practices, and securing necessary resources. By strengthening the external environment and partnerships, these strategies aim to amplify the CAR-WEN's ability to combat wildlife crime through a Responsive Regulation approach and contribute to global wildlife management efforts.

5.4.1. Evidence of Effective WEN Operations

The first external support strategy aims to enhance the effectiveness of WENs by systematically analyzing successful practices and sharing evidence-based insights (see Figure 23). By encouraging external partners to conduct comparative analyses, establish knowledge-sharing platforms, host global workshops, and engage in external evaluations, the CAR-WEN seeks to support the strengthening of wildlife crime enforcement both within the Caribbean region and globally. This strategy is essential for identifying best practices, fostering knowledge exchange, and improving enforcement outcomes.

The types of activities within this strategy are:

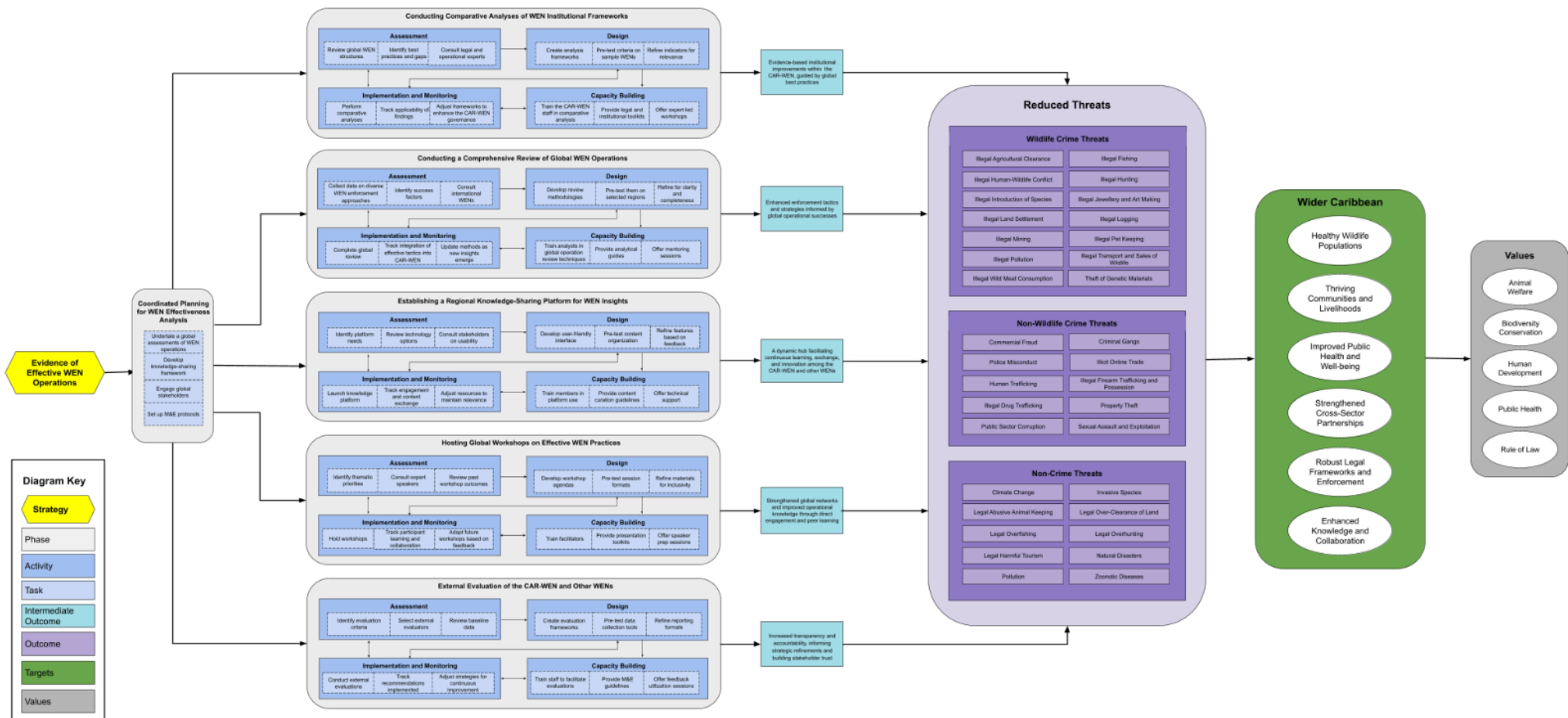
- **Coordinated Planning for WEN Effectiveness Analysis.** This activity involves conducting comprehensive assessments of global Wildlife Enforcement Network (WEN) operations to identify successful practices and areas for improvement. By developing a collaborative framework for knowledge sharing that aligns objectives, engaging key stakeholders including global WENs, international enforcement bodies, conservation organizations, and legal experts, and establishing monitoring and evaluation protocols, we facilitate systematic analysis. This coordination will strengthen the CAR-WEN's operations through the adoption of proven strategies.
- **Conducting Comparative Analyses of WEN Institutional Frameworks.** This activity focuses on performing in-depth analyses of the institutional frameworks governing WEN operations globally. By reviewing the structures, governance models, legal foundations, and operational mechanisms of successful WENs, assessing the CAR-WEN's current framework to identify gaps, and engaging with WEN representatives and legal experts, we gather insights into best practices. Applying these findings will inform institutional reforms within the CAR-WEN, enhancing its effectiveness and sustainability.
- **Conducting a Comprehensive Review of Global WEN Operations.** This activity entails systematically reviewing the operational aspects of WENs worldwide to identify key success factors such as enforcement strategies, cross-border collaboration, intelligence sharing, and capacity-building efforts. By performing literature reviews,

engaging with international WENs to gather data, and analyzing operational frameworks, we develop a comprehensive understanding of effective practices. Integrating these practices into the CAR-WEN's operations will enhance its capabilities.

- **Establishing a Regional Knowledge-Sharing Platform for WEN Insights.** This activity involves developing a digital platform that facilitates the sharing of insights, best practices, and resources among the CAR-WEN members and other WENs. By assessing technology needs, designing a user-friendly interface, curating content, and implementing features for collaboration and communication, we create a hub for continuous learning. Training members to use the platform ensures engagement. The platform will promote knowledge exchange and innovation.
- **Hosting Global Workshops on Effective WEN Practices.** This activity focuses on organizing workshops that bring together representatives from WENs around the world to share experiences and lessons learned. By planning workshop themes, selecting expert speakers, engaging international partners, and facilitating peer-to-peer learning, we provide opportunities for capacity building and collaboration. Workshops will enhance understanding of effective practices and foster relationships that support global wildlife enforcement efforts.
- **External Evaluation of the CAR-WEN and Other WEN Operations.** This activity entails engaging external evaluators to assess the effectiveness of the CAR-WEN and other WEN operations. By conducting baseline assessments, developing evaluation frameworks, collecting data, and providing actionable recommendations, we gain objective insights into performance. Implementing recommendations will lead to continuous improvement. External evaluations enhance transparency and accountability, building trust among stakeholders.

These activities are expected to enhance enforcement effectiveness, promote regional collaboration, and contribute to global wildlife management efforts.

Figure 23: A Strategy for Analyzing and Sharing Evidence of Effective WEN Operations to Support the CAR-WEN and Reduce Wildlife Crimes. This strategy may also be found [here](#).



5.4.2. Community-based Wildlife Crime Prevention in the Caribbean

The second external support strategy aims to empower local communities by fostering engagement in wildlife crime prevention and broader wildlife management (see Figure 24). By supporting partners in developing educational resources, facilitating participatory research, building knowledge-sharing networks, implementing citizen science programs, and establishing community training hubs, the CAR-WEN will help to enhance community involvement in wildlife enforcement and associated wildlife management. This strategy recognizes that active community participation is vital for effective wildlife protection and promotes sustainable practices that benefit both people and ecosystems.

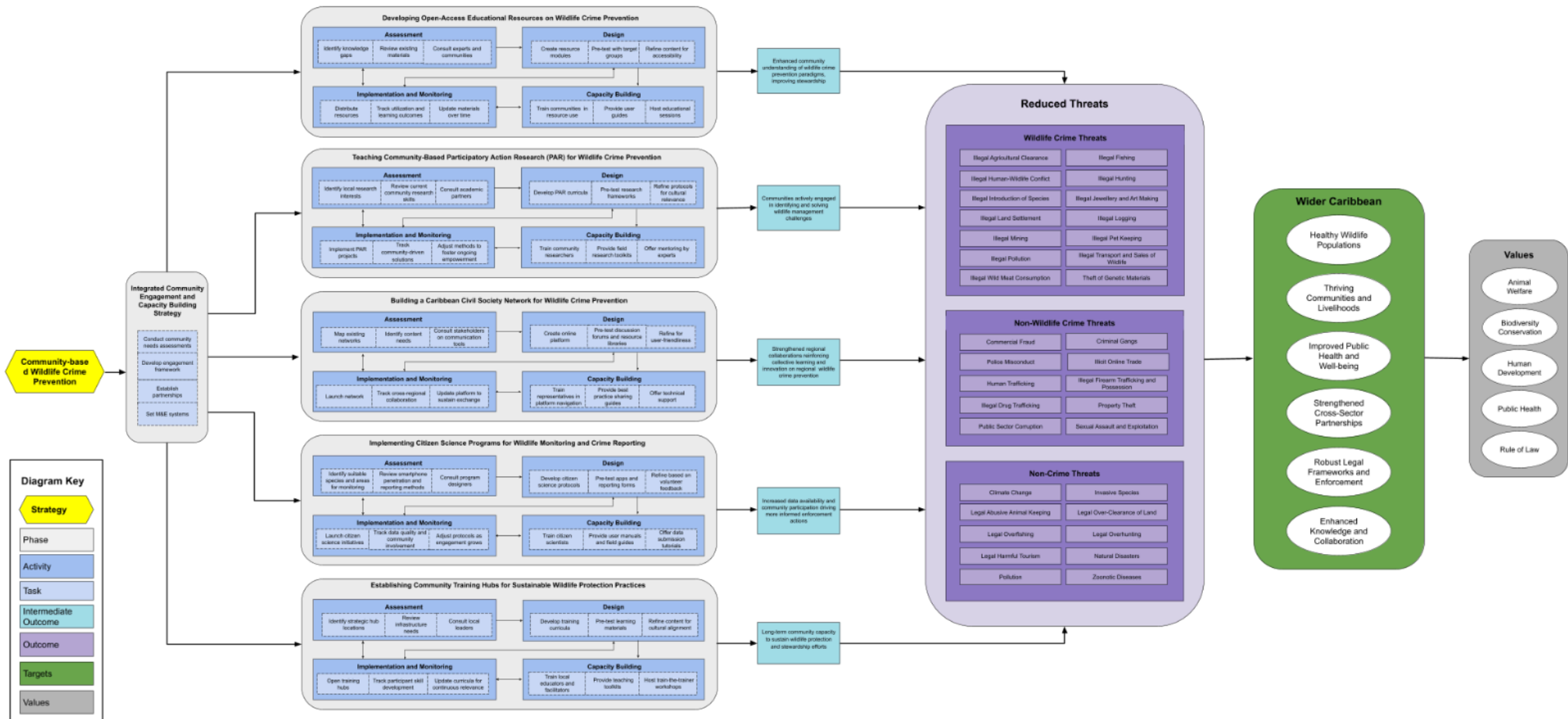
The types of activities within this strategy could include:

- **Integrated Community Engagement and Capacity Building Strategy.** This activity involves conducting community needs assessments to identify knowledge gaps, resource needs, and opportunities for engagement in wildlife crime prevention and conservation research. By developing an integrated engagement framework that aligns objectives, establishing partnerships with academic institutions, NGOs, and local organizations, and setting up monitoring and evaluation systems, we enhance community involvement. This strategy empowers communities to actively participate in wildlife management efforts.
- **Developing Open-Access Educational Resources on Wildlife Crime Prevention.** This activity focuses on producing educational materials that apply paradigms such as regenerative agroecology, conservation biology, and green criminology to wildlife crime prevention and broader wildlife management. By engaging field experts, reviewing existing resources, developing online modules, case studies, and practical guides, and ensuring accessibility, we provide valuable learning tools. Training the CAR-WEN members and communities to use these resources promotes knowledge dissemination. Educational materials will enhance understanding and application of effective practices.
- **Teaching Community-Based Participatory Action Research for Wildlife Crime Prevention.** This activity entails establishing educational initiatives that promote participatory action research (PAR) methods. By designing research frameworks, engaging experts to develop curricula, establishing partnerships for resource sharing, and training community researchers, we involve communities directly in wildlife management efforts. PAR empowers communities to identify issues, implement solutions, and contribute to conservation outcomes.
- **Building a Caribbean Civil Society Network for Wildlife Crime Prevention.** This activity involves establishing a network for knowledge exchange among the CAR-WEN, other WENs, and communities. By developing an online platform with resource libraries, forums, and communication tools, engaging experts to contribute content, and training representatives to use the platform, we facilitate collaboration. The network will enhance wildlife management efforts through shared experiences and best practices.

- **Implementing Citizen Science Programs for Wildlife Monitoring and Crime Reporting.** This activity focuses on launching citizen science initiatives that engage the public in monitoring wildlife populations and reporting crimes. By developing training materials, mobile applications, and protocols, engaging experts in program design, and providing ongoing support, we collect valuable data. Training community members enhances participation. Citizen science programs increase data availability and promote community involvement in conservation.
- **Establishing Community Training Hubs for Sustainable Wildlife Protection Practices.** This activity entails setting up training centers that provide education on sustainable wildlife protection practices. By developing curricula, identifying strategic locations, establishing partnerships with local organizations, and training educators, we build local capacities. Hosting workshops and providing resources supports ongoing learning. Training hubs will foster long-term community engagement and stewardship.

These activities are expected to enhance wildlife management efforts, support human well-being, and foster stewardship across the Caribbean region.

Figure 24: A Strategy to Foster Community-based Wildlife Crime Prevention in the Caribbean to Support the CAR-WEN and Reduce Wildlife Crimes. This strategy may also be found [here](#).



5.4.3. Establish an Inter-American Wildlife College

The third external support strategy focuses on building capacity for wildlife conservation and enforcement across the Americas by establishing the Inter-American Wildlife College (see Figure 25). By encouraging and supporting external partners to develop comprehensive curricula, build a network of trainers and experts, launch fellowship programs, establish training sites, and foster alumni networks, the CAR-WEN will assist in facilitating education and professional development in wildlife management. This strategy seeks to equip wildlife professionals with the knowledge and skills needed to address conservation challenges effectively.

The types of activities within this strategy could include:

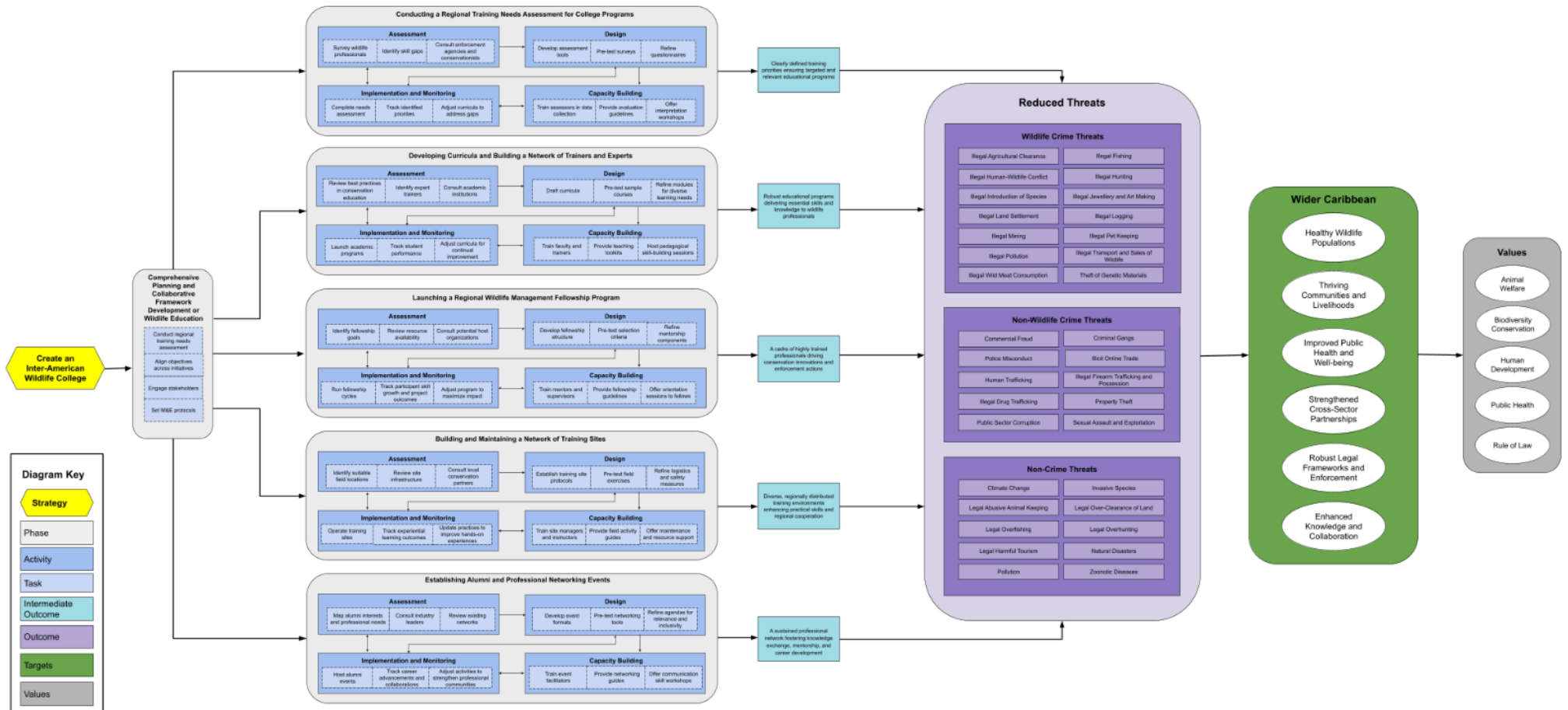
- **Comprehensive Planning and Collaborative Framework Development for Wildlife Education.** This activity involves performing regional training needs assessments to evaluate skills gaps and capacity-building priorities in wildlife conservation and enforcement. By developing a collaborative framework that aligns objectives across educational initiatives, engaging stakeholders and establishing partnerships with academic institutions, conservation organizations, and enforcement agencies, and setting up monitoring and evaluation systems, we create a solid foundation for the college. This planning ensures programs meet professional needs and support conservation goals.
- **Conducting a Regional Training Needs Assessment for College Programs.** This activity focuses on identifying specific skills gaps and training priorities among wildlife professionals. By surveying enforcement officers, conservationists, and related professionals, evaluating existing educational programs, and gathering input from stakeholders, we inform curriculum development. The training needs analysis outlines core competencies required for effective practice. This ensures that educational programs are relevant and impactful.
- **Developing Curricula and Building a Network of Trainers and Experts.** This activity entails creating comprehensive curricula for various degree levels, including undergraduate, graduate, and professional development programs. By designing interdisciplinary courses with options for specialization, engaging experts to ensure content quality and relevance, and establishing a network of qualified trainers and faculty, we enhance education. Training faculty and providing ongoing professional development supports high teaching standards. Developed curricula will equip professionals with necessary skills.
- **Launching a Regional Wildlife Management Fellowship Program.** This activity involves establishing a fellowship program that integrates academic learning with practical experiences and mentorship. By structuring the program, identifying resources, engaging enforcement agencies and CSOs to provide hands-on projects, and facilitating mentorship opportunities, we support professional growth. Training fellows and

monitoring their progress ensures effectiveness. The fellowship program will build a skilled workforce ready to address conservation challenges.

- **Building and Maintaining a Network of Training Sites.** This activity focuses on establishing training sites across the Americas that offer hands-on learning experiences in various ecosystems and conservation contexts. By partnering with organizations to provide field sites, evaluating infrastructure needs, and facilitating student exchanges, we enhance practical training. Training site managers and providing support ensures quality experiences. The network of sites will improve learning outcomes and foster regional collaboration.
- **Establishing Alumni and Professional Networking Events.** This activity entails organizing events that foster professional relationships and collaboration among graduates and professionals. By planning annual conferences, creating mentorship opportunities, developing online platforms for networking, and engaging industry leaders, we promote continuous learning and career development. Training event coordinators and supporting professional development events enhances effectiveness. Alumni networks strengthen the professional community and support ongoing wildlife management efforts.

These activities are expected to build a skilled workforce, enhance enforcement capabilities, and support biodiversity conservation across the Americas.

Figure 25: A Strategy for Creating an Inter-American Wildlife College to Support the CAR-WEN and Reduce Wildlife Crimes.
This strategy may also be found [here](#).



5.4.4. Develop Wildlife Crime Data Collection and Analysis Tools

The fourth external support strategy focuses on enhancing wildlife crime monitoring by developing standardized data collection and analysis tools (see Figure 26). By encouraging external partners to create a comprehensive methodological toolkit, establish a centralized repository, conduct workshops, deploy mobile and digital tools, and promote tool adoption among stakeholders, the CAR-WEN aims to support the improvement of data consistency, reliability, and comparability across regions. This strategy supports evidence-based decision-making and strengthens enforcement actions against wildlife crime.

The types of activities within this strategy could include:

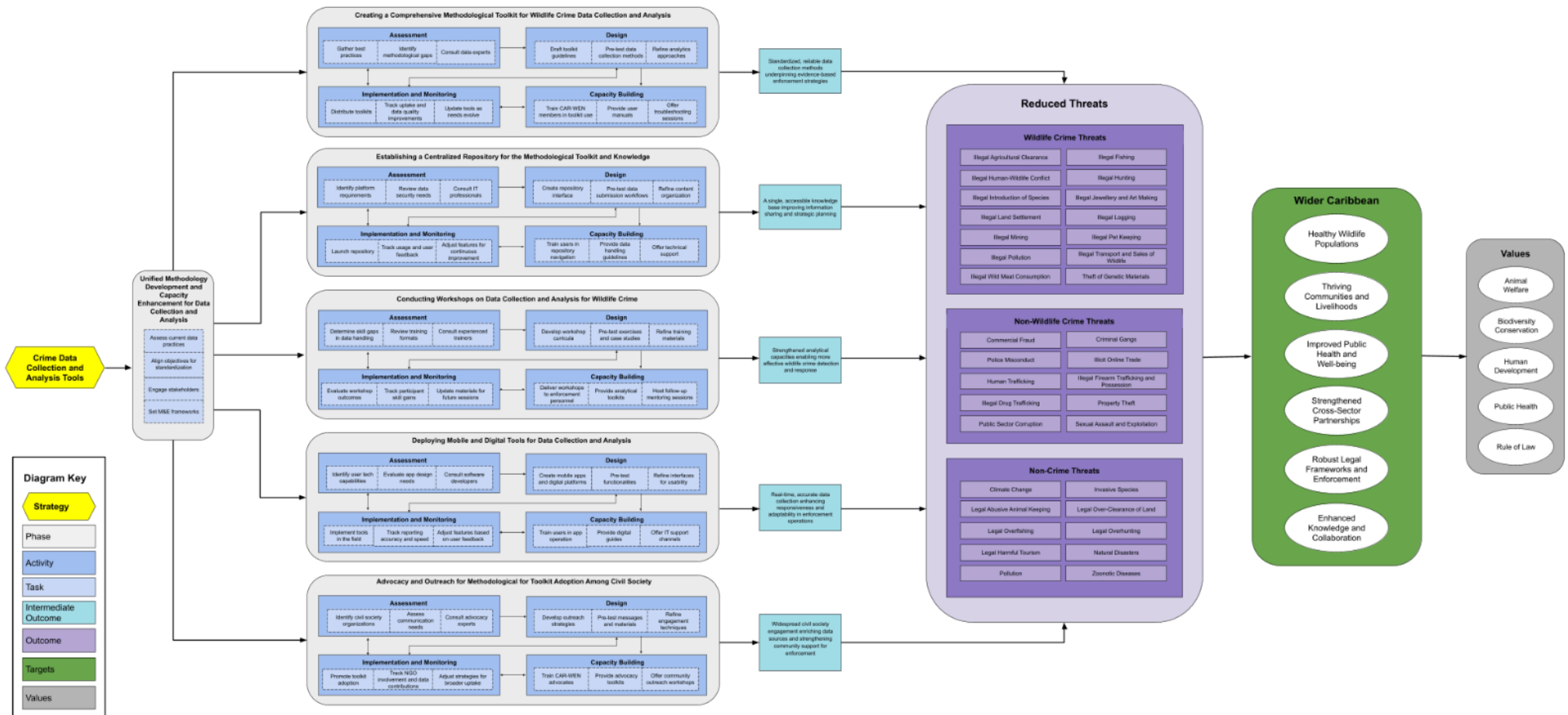
- **Unified Methodology Development and Capacity Enhancement for Data Collection and Analysis.** This activity involves conducting assessments of existing data practices to identify gaps and needs in wildlife crime monitoring. By developing a unified methodological framework that aligns objectives, engaging stakeholders, building partnerships with enforcement agencies, NGOs, and academic institutions, and establishing monitoring and evaluation protocols, we standardize approaches. This ensures data consistency, reliability, and comparability across regions, supporting evidence-based decision-making.
- **Creating a Comprehensive Methodological Toolkit for Wildlife Crime Data Collection and Analysis.** This activity focuses on developing a flexible toolkit that provides guidance, methods, and instruments for data collection and analysis. By consulting experts, gathering stakeholder input, compiling best practices, and ensuring adaptability to different contexts, we provide valuable resources. Training the CAR-WEN members in using the toolkit through workshops and providing feedback mechanisms promotes effective implementation. The toolkit enhances data-driven approaches to wildlife crime prevention.
- **Establishing a Centralized Repository for the Methodological Toolkit and Knowledge.** This activity entails creating a digital repository accessible to WENs and stakeholders. By designing a user-friendly interface, curating resources, implementing knowledge-sharing features, and ensuring security, we facilitate access to tools and information. Training members on repository usage and hosting webinars supports engagement. The repository promotes widespread adoption of best practices and continuous learning.
- **Conducting Workshops on Effective Data Collection and Analysis for Wildlife Crime.** This activity involves strengthening capacity through hands-on workshops focused on data collection and analysis techniques. By developing training plans, practical exercises, and engaging experts to deliver workshops, we enhance skills. Facilitating workshops across regions increases reach. Evaluating workshop

effectiveness through participant feedback ensures quality. Improved skills will enhance monitoring and enforcement actions.

- **Deploying Mobile and Digital Tools for Data Collection and Analysis.** This activity focuses on providing stakeholders with mobile applications and digital tools for real-time data collection and reporting. By developing user-friendly apps, creating user guides, providing training, and offering ongoing technical support, we enhance data gathering. Tracking tool usage and updating functionalities based on user feedback ensures relevance. Digital tools will improve data accuracy and timeliness.
- **Advocacy and Outreach for Methodological Toolkit Adoption Among Civil Society.** This activity entails promoting toolkit adoption among CSOs. By developing simplified versions of the toolkit, launching targeted advocacy campaigns, forming partnerships with NGOs and community groups, and conducting training sessions, we increase engagement. Training members in advocacy techniques supports efforts. Widespread adoption enhances community involvement in data collection and monitoring.

These activities are expected to enhance data-driven approaches to wildlife crime prevention, improve monitoring, and strengthen enforcement actions.

Figure 26: A Strategy for Developing Wildlife Crime Data Collection and Analysis Tools to Support the CAR-WEN and Reduce Wildlife Crimes. This strategy may also be found [here](#).



5.4.5. Revise the Open Standards to Support WEN Operations

The fifth external support strategy focuses on revising Open Standards to better align with the operational needs and values of WENs (see Figure 27). By supporting external stakeholders to conduct a comprehensive review, produce supportive materials, integrate WEN values, establish a feedback loop, and standardize information management protocols, the CAR-WEN aims to enhance the effectiveness of WEN operations. This strategy ensures that the Open Standards are practical, relevant, and support effective enforcement actions against wildlife crime.

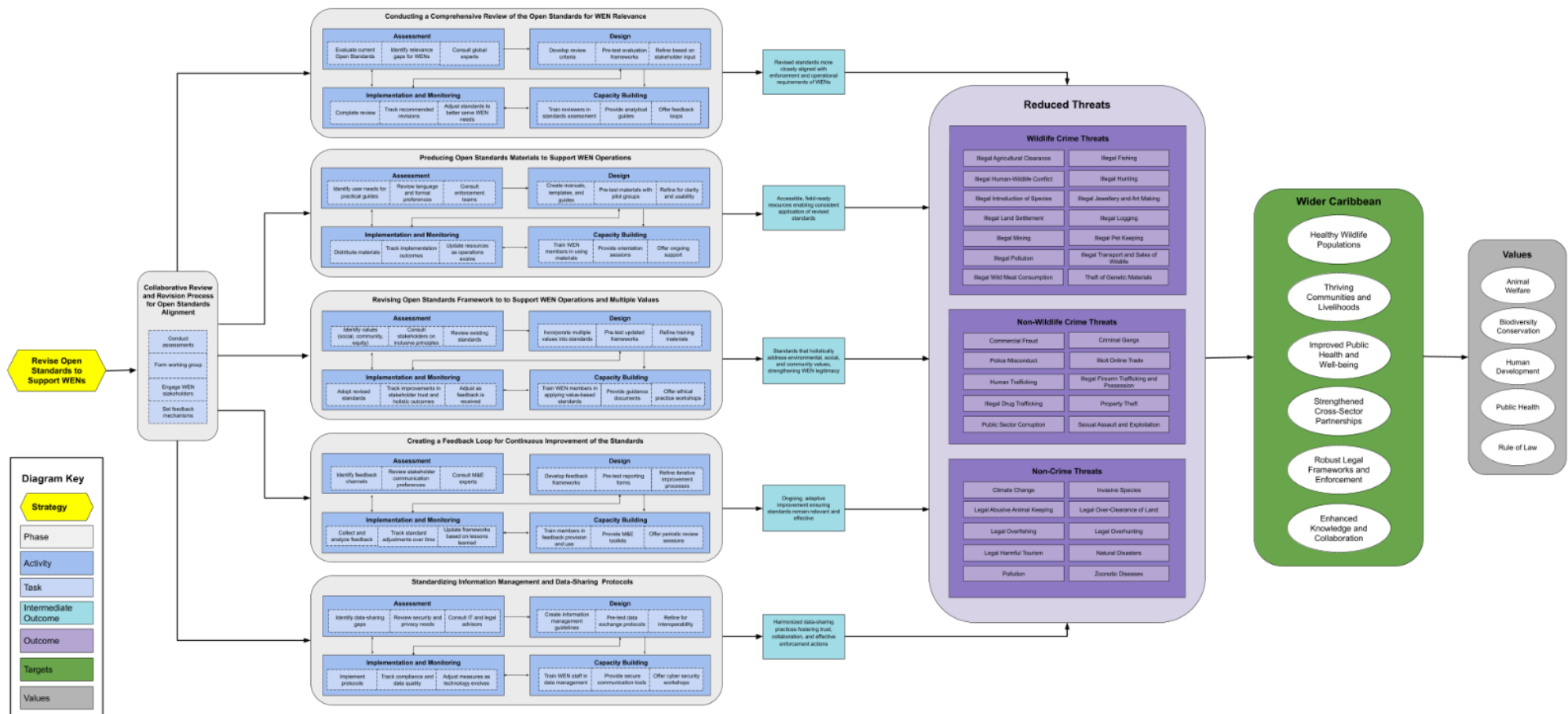
The types of activities within this strategy could include:

- **Collaborative Review and Revision Process for Open Standards Alignment.** This activity involves establishing a multi-stakeholder Stage to coordinate the review and revision of the Open Standards. By conducting comprehensive assessments to evaluate relevance, developing a revision framework that integrates WEN values, engaging stakeholders including WEN members, conservation organizations, and experts, and setting up monitoring and feedback mechanisms, we ensure the standards meet operational needs. This collaborative process will enhance the effectiveness of WEN operations.
- **Conducting a Comprehensive Review of the Open Standards for WEN Relevance.** This activity focuses on assessing the current Open Standards to identify areas for revision and improvement. By performing literature reviews, engaging with global WENs and experts, gathering stakeholder input, and analyzing findings, we identify gaps and opportunities. Training the CAR-WEN members on the revised standards ensures understanding and application. Updated standards will better support enforcement efforts.
- **Producing Open Standards Materials for WEN Operations.** This activity entails developing user-friendly materials based on the revised standards to support WEN operations. By creating guides, templates, training manuals, and other resources tailored to WEN needs, ensuring clarity and accessibility, and providing translations if necessary, we facilitate implementation. Training members on using these materials promotes consistency. Supporting materials will enhance operational effectiveness.
- **Revising Open Standards Framework to Support WEN Operations and Multiple Values.** This activity involves updating the standards to explicitly support WEN operations and initiatives promoting multiple conservation values, such as social justice and community well-being. By engaging stakeholders, developing revised standards, establishing review processes, and ensuring alignment with WEN objectives, we enhance applicability. Training members on applying the revised standards supports integration. The updated framework will reflect the diverse values of WENs.

- **Creating a Feedback Loop for Continuous Improvement of the Standards.** This activity focuses on establishing mechanisms for collecting and applying stakeholder feedback to the standards. By developing feedback frameworks, managing input processes, facilitating regular reviews, and updating the standards accordingly, we ensure ongoing relevance. Training members on providing and utilizing feedback supports this process. Continuous improvement enhances effectiveness.
- **Standardizing Information Management and Data-Sharing Protocols.** This activity entails establishing uniform protocols for information management and data sharing among WENs. By developing guidelines on data access, security, reporting, and training members on protocols, we improve information flow and collaboration. Facilitating regular coordination meetings ensures adherence. Standardized protocols enhance enforcement cooperation.

These activities are expected to enhance enforcement effectiveness by ensuring that the Open Standards support WEN operations and reflect their values.

Figure 27: A Strategy for Revising the Open Standards to Support WEN Operations and Reduce Wildlife Crimes. This strategy may also be found [here](#).



5.4.6. Enhance Funding and Technical Support for WENs

The sixth external support strategy focuses on strengthening the funding and technical support environment for WENs to enhance their capacity to combat wildlife crime effectively (see Figure 28). By encouraging external partners to establish an international fund, strengthen partnerships with donors and technical agencies, advocate for intergovernmental cooperation, collaborate with the ICCWC, and explore the feasibility of a global wildlife enforcement network, the CAR-WEN aims to secure the necessary resources and support for sustained enforcement efforts.

The types of activities within this strategy could include:

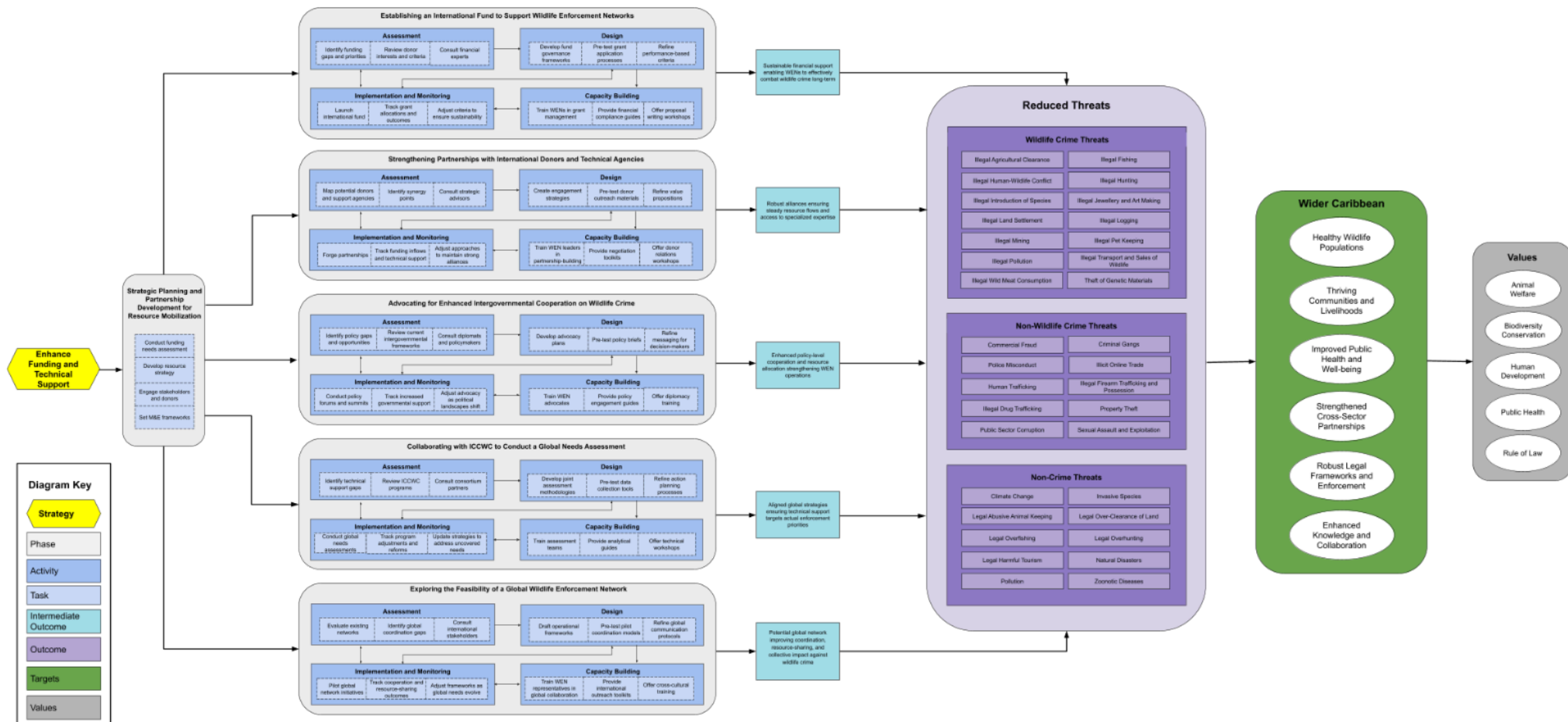
- **Strategic Planning and Partnership Development for Resource Mobilization.** This activity involves conducting a comprehensive funding needs assessment to identify resource gaps and priorities for the CAR-WEN and other WENs. By developing a resource mobilization strategy that guides efforts to secure funding and support, engaging key stakeholders, building strategic partnerships with donors, technical agencies, governments, and organizations, and establishing monitoring and evaluation systems, we enhance capacity. Strategic planning ensures focused efforts to secure necessary resources.
- **Establishing an International Fund to Support Wildlife Enforcement Networks.** This activity focuses on creating a global fund dedicated to providing financial support to effective WENs. By defining eligibility criteria, engaging stakeholders, partnering with donors, designing a performance-based grant system, and developing monitoring frameworks for transparency and accountability, we mobilize resources. Training WEN members on grant management enhances effectiveness. The fund will sustain enforcement efforts.
- **Strengthening Partnerships with International Donors and Technical Agencies.** This activity entails building collaborative relationships to secure financial and technical support. By mapping potential partners, developing engagement strategies, hosting donor conferences, presenting compelling cases for support, and demonstrating transparency, we enhance collaboration. Training WEN leaders on partnership management supports efforts. Strong partnerships provide resources and expertise.
- **Advocating for Enhanced Intergovernmental Cooperation on Wildlife Crime.** This activity involves promoting cooperation and resource allocation among governments. By developing advocacy frameworks, planning forums and summits, publishing policy briefs, and engaging with policymakers, we encourage support for WENs. Training WEN members on advocacy techniques enhances impact. Increased cooperation strengthens enforcement actions.
- **Collaborating with ICCWC to Conduct a Global Needs Assessment.** This activity focuses on partnering with the ICCWC to identify technical support gaps and align resources. By conducting needs assessments, analyzing findings, developing action

plans, and reviewing program reforms, we improve capacity-building programs. Training WEN members based on findings supports effectiveness. Collaboration ensures resources meet actual needs.

- **Exploring the Feasibility of a Global Wildlife Enforcement Network.** This activity entails assessing requirements for establishing a global network that enhances coordination among WENs. By conducting feasibility studies, reviewing existing networks, engaging stakeholders, developing operational frameworks, and piloting the network, we evaluate potential. Training WEN members on global protocols supports integration. A global network could enhance coordination and resource sharing.

These activities are expected to enhance enforcement capacity, promote conservation, and protect biodiversity by securing necessary resources and support.

Figure 28: A Strategy for Enhancing Funding and Technical Support Environment for the CAR-WEN and Reduce Wildlife Crimes. This strategy may also be found [here](#).



6. Timelines and Fundraising

This section lays out a notional timeline for the establishment and operation of the CAR-WEN, and identifies potential funding opportunities that could be leveraged to support the initiative.

6.1. Notional Timelines

The timeline for the CAR-WEN initiative is divided into four stages: the Establishment stage, Foundational Operations stage, Expanded Operations stage, and External Support stage.

6.1.1. Establishment Stage

In this initial stage, the focus is on facilitating the Working Group, implementing pilot projects, signing the MOU, and officially establishing the CAR-WEN. Key milestones include initiating the Working Group, which involves bringing together representatives from government agencies to lead the initiative. Implementing pilot projects will showcase the potential and effectiveness of the network in combating wildlife crime. The signing of the MOU among participating countries and organizations will establish formal commitments to officially establish the CAR-WEN. The CAR-WEN Working Group envisions this stage to come to a successful completion by the end of 2025 or early 2026 at the latest.

6.1.2. Foundational Operations Stage

This stage involves establishing the CAR-WEN's operational capacity and implementing foundational thematic programs along with associated projects once the network has been fully established. Key milestones include holding the first official virtual and in-person CAR-WEN meetings to coordinate efforts among member countries and stakeholders. Establishing the management unit entails creating a centralized team responsible for network coordination, strategic planning, and resource mobilization. Completing projects associated with core intervention-oriented strategies will strengthen wildlife enforcement efforts across the Caribbean. These foundational strategies include Network Management, Enforcement Capacity Building, Behavior Change Promotion, Knowledge Creation and Management, Legal, Regulatory, and Policy Reform, Provision of Tools and Services, and Stakeholder Engagement and Advocacy.

6.1.3. Expanded Operations Stage

This stage begins once the foundational operations have been fully implemented and may proceed through a mix of parallel and sequential activities. Key milestones include hosting a regional workshop to develop an expanded strategic plan for the CAR-WEN, addressing more complex challenges, and expanding the network's impact on wildlife enforcement and wildlife management efforts. Completing the first pilot projects associated with advanced strategies will further strengthen the CAR-WEN's capabilities. These expansionary strategies encompass Alternative Livelihoods Development, Building Wildlife Rehabilitation, Sanctuary, and Release

Capacity, Intelligence Sharing and Analysis, Conduct of Joint Operations, National Wildlife Enforcement Networking, and Biosecurity Surveillance and Control. The CAR-WEN Working Group envisions this stage beginning upon the full and successful implementation of foundational operations.

6.1.4. External Support Stage

This stage runs concurrently with the other stages, though it intensifies as the CAR-WEN matures. In this stage, external actors provide additional external support to the the CAR-WEN. Key milestones include conducting the first global assessment of WENs to analyze and share evidence of effective operations. Fostering community-based wildlife crime prevention in the Caribbean will synergize with the CAR-WEN's activities. Creating an Inter-American Wildlife College will enhance education and professional development in wildlife management. Developing wildlife crime data collection and analysis tools will standardize data practices, supporting evidence-based decision-making. Revising the Open Standards to support WEN operations will ensure that they are practical and relevant. Enhancing the funding and technical support environment will secure resources for sustained enforcement efforts. The CAR-WEN Working Group does not have an intended start date for this stage as it will depend upon external actors.

6.2. Fundraising Approach

Our fundraising approach is centered on securing core operational funding from external donors specifically to support the essential functions of network management for the CAR-WEN. This foundational funding is crucial to cover the minimum requirements necessary for effective coordination, communication, and administration within the network. By obtaining stable core funding, we can ensure the continuity of critical activities such as strategic planning, stakeholder engagement, and coordination among member countries, which form the backbone of the CAR-WEN's operations.

In addition to the core funding for network management, we will seek additional funding on a project-by-project basis to implement the various strategies outlined in our operational plans. These projects align with our different strategies, such as Enforcement Capacity Building, Behavior Change Promotion, Knowledge Creation and Management, Legal, Policy, and Regulatory Reform, and others. By tailoring funding proposals to specific projects, we can engage a diverse range of donors whose interests align with particular aspects of our work. This approach allows us to expand our activities and impact without over-reliance on a single funding source.

In the long term, we anticipate establishing an endowment fund to provide a sustainable financial foundation for the CAR-WEN. An endowment would enable us to move beyond traditional grant-making cycles, offering financial stability and independence. The income generated from the endowment's investments would support ongoing operations and initiatives, allowing for long-term planning and the flexibility to respond to emerging challenges in wildlife

enforcement. Establishing an endowment will involve strategic fundraising efforts, including engaging with philanthropic foundations, high-net-worth individuals, and corporate partners committed to environmental conservation.

By combining core operational funding from external donors, project-specific funding aligned with our strategies, and the establishment of an endowment, we aim to create a robust and sustainable financial model for the CAR-WEN. This diversified approach ensures that we can maintain essential network functions while simultaneously pursuing innovative projects that advance our mission. It also provides the financial resilience necessary to adapt to changing circumstances and continue our work in protecting the Caribbean's rich biodiversity for future generations.

6.3. Funding Opportunities

The project team believes the best opportunities to develop long-term funding for the CAR-WEN will be through fruitful discussions with concerned Multilateral Organizations (MLOs), including UNEP, UNODC, ICCWC, and countries with a significant presence in the Caribbean, such as the US, UK, France, and the Netherlands. These MLOs and countries have demonstrated active support for Wildlife Enforcement Networks (WENs) in other regions, and several have previously supported the CAR-WEN initiative.

Currently active governmental funding opportunities specifically relevant to WENs include:

- **Illegal Wildlife Trade Challenge Fund.** This UK government grants scheme provides support to projects globally that tackle the illegal wildlife trade. The CAR-WEN's focus on reducing wildlife trafficking in the Caribbean directly aligns with this funding opportunity.
- **Darwin Initiative.** This UK government programme funds projects that help protect biodiversity and support sustainable livelihoods in developing countries. Given the CAR-WEN's regional focus and commitment to conservation and community engagement, its initiatives are well suited to this funding stream.

There is, however, some uncertainty regarding the availability of U.S. government funding sources due to recent political shifts. Potential sources that historically supported wildlife enforcement include:

- **USFWS Combating Wildlife Trafficking Program.** This program supports innovative projects aimed at halting wildlife trafficking, a critical conservation concern and global security issue. The CAR-WEN's initiatives to curb wildlife trafficking align well with this program's objectives, although current funding availability is uncertain.
- **US Department of State's Bureau of International Narcotics and Law Enforcement (INL).** INL traditionally supports projects combating wildlife trafficking and other natural resource crimes. The CAR-WEN's initiatives enhancing enforcement capacity and international collaboration match this program's strategic goals, though its current

funding status should be verified due to recent U.S. policy changes.

Beyond these governmental sources, we have identified various non-governmental and multilateral funding opportunities relevant to the CAR-WEN initiative. Opportunities to consider include:

- **Caribbean Biodiversity Fund.** This fund provides competitive grants to rehabilitate high biodiversity ecosystems, supporting biodiversity protection and climate change mitigation in Caribbean Small Island Developing States. CAR-WEN initiatives focused on ecosystem rehabilitation and climate resilience would be strong candidates for this funding.
- **Critical Ecosystem Partnership Fund.** This fund supports biodiversity conservation projects led by CSOs, with significant prior investments in the Caribbean. The CAR-WEN's efforts engaging local CSOs in wildlife enforcement align well with this fund's objectives.
- **David and Lucile Packard Foundation.** This foundation funds initiatives aligning with their Environment and Science themes: Climate, Ocean, Science, Agriculture, Livelihoods, and Conservation. The CAR-WEN's projects addressing marine biodiversity conservation and sustainable livelihoods could strongly align with this foundation's interests.
- **Inter-American Development Bank (IDB).** The IDB supports projects throughout Latin America and the Caribbean, focusing on environmental sustainability, climate change, and biodiversity. The CAR-WEN's initiatives promoting regional collaboration and biodiversity protection may qualify for IDB support.
- **Indianapolis Saving Species Challenge.** This investment focuses on reversing the decline of a single species through innovative conservation strategies. The CAR-WEN could leverage this challenge to support recovery efforts for critically endangered Caribbean species.
- **Mohamed bin Zayed Species Conservation Fund.** This fund targets conservation efforts for endangered or critically endangered species. The CAR-WEN could apply for funding specifically aimed at protecting Caribbean wildlife.
- **The Oak Foundation.** This foundation provides around 300 grants per year, supporting initiatives promoting energy, food, and natural security. The CAR-WEN's broad mission of wildlife law enforcement aligns well with the foundation's priorities.
- **Roddenberry Catalyst Fund.** This fund offers grants for early-stage ideas or projects addressing pressing global challenges. The CAR-WEN's innovative approaches to wildlife enforcement and community engagement could qualify for support.

Securing adequate and sustainable funding for the CAR-WEN initiative will be vital for its success. The opportunities listed above are promising, but not exhaustive. The project team and stakeholders should maintain a proactive and innovative mindset, continuously scanning for new funding possibilities. This approach includes engaging in strategic partnerships, exploring new types of funding models such as impact investment, and harnessing technology for fundraising. A dynamic and diverse funding strategy will increase the resilience and longevity of the CAR-WEN initiative, helping us protect the rich biodiversity of the Caribbean region for generations to come.

7. Conclusion

The establishment of the CAR-WEN has been a long-term endeavor, bringing together regional stakeholders to protect the region's wildlife from illegal activities. While the initiative has faced challenges in its formal establishment, recent efforts have revived momentum with a relaunched working group and the engagement of Caribbean governments and CSOs. A wide range of governmental representatives from 20 countries, including from Trinidad and Tobago, the Bahamas, and Jamaica, and the Nurture Nature Campaign, AWI, Lightkeeper's Foundation, and International Fund for Animal Welfare (IFAW) have been instrumental in catalyzing the establishment of the CAR-WEN, utilizing the Open Standards for Conservation to guide its design and implementation.

Looking forward, sound strategies and adequate and sustainable funding are essential for the CAR-WEN's long-term operations. There now exists a range of strategies that can be used to guide the CAR-WEN, while special discussions with MLOs and governments are pursued for sustainable financing. The CAR-WEN initiative has made significant progress towards its establishment, with a dedicated team, comprehensive strategies, and a clear roadmap. By capitalizing on recent momentum, strengthening partnerships, and securing sustainable funding, the CAR-WEN has the potential to make a profound impact on wildlife protection, biodiversity conservation, and law enforcement in the Caribbean region.

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Appendices

Appendix A. Participatory Design of the Strategic Plan

This appendix describes the participatory design process undertaken by the CAR-WEN Working Group to develop its strategic plan. The process began in May 2023, with the leadership team initiating scoping and situation assessment by drawing upon three core references: Open Standards (CMP, 2019, 2020), USAID's Measuring Efforts to Combat Wildlife Crime toolkit (USAID, 2017), and ICCWC's Guidelines for WENs (ICCWC, 2020). Although these sources offer structured guidance on modeling threats, identifying key stakeholders, and articulating a theory of change for a wildlife enforcement network, the Working Group proceeded in a more emergent and flexible manner, consistent with its newly forming membership and varied needs.

Early on, the leadership team discussed core strategic priorities in parallel with exploring a Responsive Regulation approach designed to encourage both voluntary compliance and effective enforcement against wildlife crimes. Because many participants were new to strategic planning frameworks, the Working Group organized brief introductions and follow-up conversations, ensuring that all members had enough context to provide meaningful input. As membership expanded to 20 participating countries and territories, scoping tasks—such as defining the region's scope and clarifying major drivers of wildlife crime—continued alongside the drafting of the theory of change. This overlap allowed the Working Group to maintain steady momentum while integrating the perspectives of later-joining members.

In dealing with resource constraints, the Working Group initially secured starter funding from the IFAW. As the design phase advanced to include more detailed situation assessments and strategy development, the AWI provided additional support that enabled the leadership team to broaden its consultation methods. One-on-one conversations and small-group discussions gave country focal points and CSOs opportunities to review evolving drafts, comment on proposed strategies, and request clarifications on any unfamiliar planning concepts. This approach accommodated a range of schedules and learning curves, ensuring that participants from different jurisdictions could align on the emerging content without halting overall progress.

Moving forward, the Working Group will administer a structured survey to collect final feedback on the draft strategic plan and determine if it is ready for an internal vote. Should the survey indicate sufficient consensus and readiness, the leadership team will then convene a formal vote to finalize an internal version of the strategic plan for the Working Group's use. Upon approval, this internal version will also be shared at various international fora—for example, meetings under the SPAW Protocol and the CITES—where additional feedback may be gathered. Although this marks a key milestone for the CAR-WEN Working Group, members anticipate that the strategic plan will remain adaptable, revised as needed to incorporate new data, evolving funding opportunities, and operational lessons learned as regional enforcement initiatives expand.

Appendix B. Rebranding from 'CaribWEN' to 'CAR-WEN'

The CAR-WEN initiative, previously known as 'CaribWEN' initiative, underwent a crucial rebranding process to better align with its commitment to regional inclusivity and the adoption of a Responsive Regulation approach.

This decision was driven by several considerations:

1. **Appropriate Terminology.** The term 'Carib,' while frequently used, is not based on any indigenous term and is deemed inappropriate by some communities who prefer the term 'Kalinago.' To respect these sensibilities and foster a more inclusive environment, the decision was made to avoid the use of 'Carib.'
2. **Restorative Justice.** In line with adopting a Responsive Regulation approach (refer to Appendix E for more details), the initiative seeks to support healing and improved treatment of indigenous and ethnic communities in the Caribbean, both symbolically and practically. The rebranding aligns with the theoretical paradigm.
3. **Network Dynamics.** The initiative observed that WENs with specially selected names tend to operate more dynamically. Thus, it would be preferable to select a more specialized name that gives a distinct identity and "personality" to the network once a formal design process has been convened.
4. **Standardized Naming.** In line with the common practice of using a standardized naming scheme for wildlife enforcement networks, we understand that 'CAR-WEN' would be appropriate as a generic identifier. For instance, ROAVIS is sometimes referred to as 'CA-WEN' for the Central American Wildlife Enforcement Network, though its membership prefer the 'ROAVIS' name. Thus, regardless of the ultimate name of the network, it may still be referred to as a CAR-WEN.

In line with these considerations, it was deemed more appropriate to rebrand to 'CAR-WEN,' and discussions are ongoing for a more specialized name. Two suggestions have been:

- The 'CariWEN', as an acronym for Caribbean Wildlife Enforcement Network, which may have a better sound and experience for users of the term.
- The 'Caribbean WREN,' an acronym for Caribbean Wildlife Regulation and Enforcement Network, indicates the network's embrace of a Responsive Regulation approach and supports nature-based branding with bird iconography.

The decision to rebrand was taken by the Working Group's co-chairs in coordination with the technical team, governmental members, and representatives of the Kalinago community in Dominica. It is anticipated that this rebrand will support the long-term success of the initiative. Further exploration of name options will continue, drawing upon the rich and diverse insights of the network's members and supporters.

Appendix C. Members of the CAR-WEN Working Group

The CAR-WEN Working Group consists of a diverse group of representatives from various governmental agencies and civil society organizations throughout the Caribbean and beyond. These entities and their representatives are further described below.

Government Agencies

Governmental agencies form the core constituents of the Working Group and share a mutual interest and investment in the conservation of wildlife and the enforcement of laws preventing illegal wildlife trade. Each organization contributes unique perspectives, resources, and expertise to this collaborative effort, enhancing the overall impact of the group's activities. Each organization also has a designated Point of Contact (POC) who can be reached for more specific information on their respective organization's role within the CAR-WEN.

Department of Natural Resources (Anguilla, UK). This department is responsible for managing and promoting the sustainable development of Anguilla's natural resources. The ministry oversees environmental policies, promotes conservation efforts, and ensures the sustainable use of natural resources. In the CAR-WEN Working Group, the department represents the interests of Anguilla, focusing on environmental protection and sustainable development. POC: Carencia Rouse, Rhon Connor

Ministry of National Security (The Bahamas). The Ministry of National Security oversees national security, law enforcement, and border protection in The Bahamas. It coordinates agencies such as the Royal Bahamas Police Force, Bahamas Customs, and Immigration to prevent wildlife crime and enforce environmental laws. The Ministry represents The Bahamas in the CAR-WEN Working Group, focusing on interagency collaboration and environmental law enforcement. POCs: Desiree Corneille (Chair), Danielle Morley

Forestry Unit, Ministry of Environment and Natural Resources (The Bahamas). The Forestry Unit within the Ministry of Environment and Natural Resources is responsible for the management and conservation of the Bahamas' forest resources. Their role includes enforcing forest laws and promoting sustainable forest management practices. In the CAR-WEN Working Group, they focus on forest conservation and law enforcement. POC: Danielle Hanek

Nassau Airport Development Company (The Bahamas). The Nassau Airport Development Company oversees the operations of the Nassau Airport, including security and customs enforcement. Their role in the CAR-WEN Working Group involves ensuring that the airport is not used for illegal wildlife trade and that environmental laws are enforced at this critical entry and exit point. POC: Mechelle McDonald

Belize Fisheries Department (Belize). The Belize Fisheries Department is responsible for the sustainable management and conservation of Belize's marine resources. The department enforces fisheries laws, promotes sustainable fishing practices, and protects marine biodiversity.

In the CAR-WEN Working Group, the Belize Fisheries Department provides vital insights into marine conservation and the enforcement of related laws. POCs: Adriel Castaneda, Rigoberto Quintana

Belize Forest Department (Belize). As a part of the government, the Belize Forest Department is responsible for the sustainable management and conservation of Belize's forest resources, wildlife, and protected areas. In the CAR-WEN Working Group, the department focuses on law enforcement and wildlife conservation. POCs: Mercedes Valdez

Ministry of Science, Technology, and Environment (CITMA, Cuba). CITMA is the agency responsible for environmental protection, biodiversity conservation, and sustainable development in Cuba. Their involvement in the CAR-WEN Working Group centers around enforcing wildlife regulations and implementing CITES. POC: Viana Victoria Barcelo Pérez, Dianet Hernández Sainz

Ministry of Agriculture, Fisheries, Blue and Green Economy (Dominica). This ministry is responsible for the sustainable development and conservation of Dominica's agricultural and marine resources. Their role includes enforcing agricultural and fisheries laws and promoting sustainable practices. In the CAR-WEN Working Group, they focus on sustainable agriculture and fisheries management. POC: Nelson Laville

Ministry of Environment, Rural Modernization, Kalinago Upliftment & Constituency Empowerment (Dominica). This ministry is responsible for environmental protection, rural development, and the empowerment of indigenous and local communities in Dominica. It leads efforts related to natural resource management, climate resilience, and biodiversity conservation, with a special focus on inclusive development and support for the Kalinago people. In the CAR-WEN Working Group, the ministry represents Dominica's commitment to integrated environmental governance and community-based conservation. POCs: Bradley Guye, Jeanelle Brisbane

Ministry of Environment and Natural Resources (Dominican Republic). This ministry is tasked with the conservation and sustainable use of the Dominican Republic's natural resources. Their duties include enforcing environmental regulations, managing protected areas, and implementing environmental policies. Their involvement in the CAR-WEN Working Group centers on environmental protection, biodiversity conservation, and enforcement of wildlife laws. POCs: Nelson García Marcano, Rosanna Guzmán Pérez

Ministry of Agriculture & Lands, Fisheries & Cooperatives (Grenada). The ministry oversees the sustainable management of Grenada's agricultural lands, fisheries, and cooperatives. Their role includes enforcing agricultural and fisheries laws, managing protected areas, and promoting sustainable practices. In the CAR-WEN Working Group, they provide expertise in agricultural and fisheries management. POCs: Kimond Cummings, Anthony Jeremiah

National Council of Protected Areas/ Consejo Nacional de Áreas Protegidas (CONAP, Guatemala). CONAP is the key governmental body responsible for the management and conservation of Guatemala's protected areas and biodiversity. They oversee the national protected areas system and implement conservation policies. In the CAR-WEN Working Group, they contribute expertise in biodiversity conservation and protected areas management. POC: Airam López Roulet

Guyana Wildlife Conservation and Management Commission (Guyana). The Commission is responsible for the conservation and sustainable use of Guyana's wildlife resources. They enforce wildlife laws, manage permits and licenses for wildlife utilization, and work towards biodiversity conservation. In the CAR-WEN Working Group, they offer expertise in wildlife management and enforcement of wildlife regulations. POCs: Marlon Glasgow. Troy Craford

Haiti Customs (Haiti). Haiti Customs is responsible for managing the country's borders and enforcing import/export laws, with a focus on environmental crimes and wildlife trafficking. Haiti Customs' role in the CAR-WEN Working Group involves preventing illegal wildlife trade and ensuring that environmental laws are upheld at the borders. POC: Jean Herby Nelson

Government of the Republic of Honduras (Honduras). The Government of Honduras supports regional efforts to combat wildlife crime through interagency coordination and enforcement of environmental laws. In the CAR-WEN Working Group, Honduras is represented by officials contributing expertise in conservation and cross-border collaboration. POCs: Leonel Marineros, José Julián Suazo Cervantes

National Environment and Planning Agency (NEPA, Jamaica). NEPA is Jamaica's principal government agency for environmental management, planning, and conservation. NEPA enforces environmental regulations, promotes sustainable development, and conserves natural resources. NEPA's participation in the CAR-WEN Working Group is crucial for the enforcement of environmental laws and the promotion of sustainable practices in Jamaica. POCs: Kimberly Myrie-Essor, Tamara Woodit-Morris, Fayona Lewis

Procuraduría Federal de Protección al Ambiente (PROFEPA, Mexico). PROFEPA is the federal agency charged with enforcing environmental laws in Mexico. Their duties include monitoring compliance with environmental regulations, prosecuting environmental crimes, and promoting environmental justice. In the CAR-WEN Working Group, PROFEPA contributes expertise in environmental law enforcement and combating wildlife trafficking. POCs: Focal Point Pending

Government of Monserrat (Montserrat, UK). This Government of Monserrat through its Department of Environment is responsible for the sustainable management and development of Montserrat's natural resources. This includes overseeing environmental stewardship, promote conservation and advise on the sustainable development of Montserrat. Their role in the CAR-WEN Working Group focuses on environmental conservation and promoting sustainable practices within Montserrat. POC: Ernestine Corbette

Department of Natural and Environmental Resources (Puerto Rico, USA). This department is responsible for the conservation and management of Puerto Rico's natural resources, including wildlife, forests, and coastal areas. They enforce environmental laws, manage protected areas, and work on the conservation of endangered species. In the CAR-WEN Working Group, they focus on environmental protection and wildlife conservation in Puerto Rico. POC: Nilda M. Jimenez

Ministry of Agriculture, Food Production, Fisheries and Rural Development (Saint Lucia). This ministry oversees the sustainable development and management of Saint Lucia's natural resources. They enforce agricultural and forestry policies, promote rural development, and conserve wildlife. Their participation in the CAR-WEN Working Group is crucial for advancing sustainable practices and protecting wildlife. POCs: Alwin Dornelly, Nereus Mitchel, Pius Haynes, Jeannette Victor

Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour (St. Vincent and the Grenadines). This ministry focuses on the sustainable development and management of St. Vincent and the Grenadines' natural resources. The ministry enforces agricultural and forestry policies, promotes rural development, and conserves wildlife. The ministry's participation in the CAR-WEN Working Group is crucial for advancing sustainable practices and protecting wildlife. POCs: Bradford Latham , L. Fitzgerald Providence, Cathlene Trumpet, Anthony Simon

Ministry of Land and Forest Management (Suriname). The ministry is responsible for the sustainable management and conservation of Suriname's land and forest resources. Their role includes enforcing forestry laws, promoting sustainable land use, and conserving natural habitats. In the CAR-WEN Working Group, the ministry provides essential expertise in land and forest management. POC: Kaminie Tajib, Asishkumar Romeo Lala, Roy Ho Tsoi, Raven Kartoikromo

Tobago House of Assembly (Trinidad and Tobago). The Tobago House of Assembly through the Division of Food Security, Natural Resources, the Environment, and Sustainable Development is responsible for ensuring food security and managing Trinidad and Tobago's natural resources. They enforce environmental laws and promote sustainable development. Their involvement in the CAR-WEN Working Group highlights their commitment to environmental conservation and sustainable practices. POC: Mr. Darren Henry

Ministry of Agriculture, Land and Fisheries (Trinidad and Tobago). This ministry's Forestry Division, Wild Life Section manages and conserves Trinidad and Tobago's wildlife resources. They enforce wildlife laws, manage habitats, and work towards the sustainable use of wildlife resources. Their involvement in the CAR-WEN Working Group highlights their commitment to wildlife conservation and law enforcement. POCs: Denny Dipchansingh, David Mahabir (Chair), Christopher Nakhid, Tevin Butler

Office of Conservation and Water, Bureau of Oceans and International Environmental and Scientific Affairs, U.S. Department of State (USA). This office is responsible for advancing U.S. foreign policy on environmental and scientific issues, including conservation and water resources. POCs: Bradley Porter, Whitney Wiedeman

Table of Government Working Group Members

No.	Country/Territory	Organization(s)	Focal Points Name	CAR-WEN Role	Position	Department	Focal Points Email(s)
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						and Sustainable Development	
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5	Cuba	Ministry of Science, Technology and Environment (CITMA)	Dianet Hernández Sainz	Focal Point	Acting Director of the Environmental Control Directorate and Head of the Department of Biosafety and Biodiversity	Office for Environmental Regulation and Safety	dianecat369@gmail.com
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6	Dominica	Ministry of Environment, Rural Modernization, Kalinago Upliftment & Constituency Empowerment	Bradley Guye	Focal Point	Forest Officer - Research, Monitoring & Environment Education	Forestry, Wildlife and Parks Division	guyeb@dominica.gov.dm
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12	Honduras	Government of the Republic of Honduras	Leonel Marineros	Focal Point	CITES Coordinator	Agriculture and Livestock	lmarineros@gmail.com
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15	Montserrat (UK)	Government of Montserrat	Ernestine Corbett	Focal Point	Director	N/A	corbette@gov.ms
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16	Puerto Rico (USA)	Department of Natural and Environmental Resources (DRNA)	Nilda M. Jimenez Marrero	Focal Point	Coordinator	Endangered Species Program	njimenez@drna.pr.gov
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17	Saint Lucia	Ministry of Agriculture, Food Production, Fisheries and Rural Development	Alwin Dornally	Focal Point	Chief Forest Officer	Forestry Department	dornelly_al@yahoo.com, alwin.dornelly@govt.lc, forestrydepartment@govt.lc
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18	St. Vincent and the Grenadines	Ministry of Agriculture, Forestry, Fisheries, Rural Transformation, Industry and Labour	L. Fitzgerald Providence	Focal Point	Director of Forestry	Forestry Department	fitzpro@yahoo.com
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20	United States of America	US State Department	Bradley Porter	Focal Point	Combating Wildlife Trafficking Advisor	Bureau of Oceans and International Environmental and Scientific Affairs (OES)	PorterBS@state.gov

Civil Society Organizations

Civil society organizations provide essential catalyzing expertise, funding, and support to the CAR-WEN Working Group. Each organization also has a designated Point of Contact (POC) who can be reached for more specific information on their respective organization's role within the CAR-WEN.

Animal Welfare Institute (AWI, USA). The AWI is a non-governmental organization dedicated to reducing animal suffering and promoting the welfare of animals. AWI provides funding for the establishment of various conservation initiatives and offers advisory roles to support wildlife protection efforts. Their work includes advocacy, education, and policy development aimed at ensuring humane treatment of animals. In the CAR-WEN Working Group, AWI plays a critical role by offering financial support and expert advice to advance animal welfare and conservation goals.

International Fund for Animal Welfare (IFAW, USA). IFAW is a global NGO committed to protecting animals and their habitats worldwide. They focus on various issues related to animal welfare, including wildlife conservation, combating illegal wildlife trade, rescuing and rehabilitating animals in distress, and promoting coexistence between humans and wildlife.

Lightkeepers Foundation (USA). The Lightkeepers Foundation, a US-based NGO, is focused on providing progressive solutions in the animal welfare, environmental, and humanitarian sectors. Their aim is to promote understanding, empower local agents of change, and inform incremental steps towards long-term solutions through collaborative initiatives based on science and ethics.

The Nurture Nature Campaign (Trinidad and Tobago). This coalition-based NGO is dedicated to ending the harmful pet wildlife trade and promoting wildlife conservation in Trinidad and

Tobago. Their active involvement in research and advocacy related to wildlife conservation makes them an essential part of the CAR-WEN Working Group.

Sustainable Innovation Initiatives, Inc. (SII, USA & Trinidad and Tobago). SII focuses on promoting sustainable development through innovation. Their work includes community engagement, environmental education, and the implementation of sustainable practices. In the CAR-WEN Working Group, they provide coordination and management roles as well as valuable insights from a non-governmental perspective.

Table of Civil Society Members

Name	CAR-WEN Role	Organisation	Positon	Country	Email
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Appendix D. Modifications to the Open Standards

In keeping with the spirit of Open Standards, the CAR-WEN Working Group has made several substantive modifications to make the Open Standards more adaptable to a broader range of projects and contexts. By refining the concept of thematic scoping (Modifications 1), rebranding to emphasize greater accessibility (Modification 2), recognizing more diverse domains of causation (Modification 3), and integrating the parallel concept of ‘Change Theories’ with the concept of ‘Theory of Change’ (Modification 4), we enhance the framework's robustness and applicability. These modifications are designed to work in harmony, each enhancing the others and contributing to a stronger, more flexible, and evidence-based approach.

Modification 1: Reframing Themes as Values

The third modification replaces the concept of 'Themes' as part of Open Standards scope with 'Values' and offers a typology that captures a broader range of project motivations and objectives. This change better reflects the foundational principles and objectives driving conservation projects, acknowledging that projects often pursue multiple values beyond traditional conservation goals.

A non-exhaustive typology for defining values is as follows:

- *Animal Welfare*. This term refers to the concern for the well-being, treatment, and humane care of animals in all contexts of conservation and wildlife management.
- *Biodiversity Conservation*. This term describes the protection, preservation, and sustainable management of biodiversity within ecosystems to maintain ecological balance and resilience.
- *Economic Growth*. This term refers to the increase in production and consumption of goods and services, contributing to improved living standards and economic opportunities.
- *Human Well-being*. This term captures the process of improving people's overall well-being, including better access to education, healthcare, and economic opportunities.
- *Public Health*. This term refers to the health and well-being of populations, particularly in relation to wildlife, ecosystems, and their impact on human health.
- *Rule of Law*. This term emphasizes the principle that all individuals and institutions, including governments, are subject to and accountable to laws that are fairly applied and enforced.
- *Economic Prosperity*. This term refers to the pursuit of economic stability and growth while promoting sustainable use of natural resources and minimizing environmental harm.
- *Social Equity*. This term describes the promotion of fairness, justice, and equality in the conservation and management of wildlife and natural resources.
- *Peace and Conflict Resolution*. This term refers to efforts to reduce tensions and resolve conflicts that arise from wildlife crime or competing interests over wildlife and natural resources.

By framing projects around these and other values, practitioners can ensure that their initiatives align with the broader objectives and ethical considerations important to stakeholders.

Modification 2: Rebranding the Open Standards

The fourth modification changes the short name for Open Standards from 'Conservation Standards' back to 'Open Standards', which was used until the latest version 4. This change underscores the versatility and adaptability of the Open Standards to address not only conservation values but also a variety of values shared by the CAR-WEN initiative's stakeholders.

Furthermore, we propose changing the long-form name from 'Open Standards for the Practice of Conservation' to 'Open Standards for Sustainable Development'. This signals the standards' suitability for designing, implementing, and evaluating a wide array of projects beyond traditional wildlife management efforts.

We believe this rebranding better aligns with the spirit of the Open Standards, upholds their potential to inform and shape diverse projects, and supports our overarching goal of producing robust project documentation that provides empirical evidence for broader change theories.

Modification 3: Expanding Domains of Causation

Our fifth modification formally incorporates the practice of grouping contributing factors into different Domains of Causation, facilitating the construction of more nuanced situation models within the Open Standards framework. By categorizing contributing factors into these domains, project teams can better understand the complex interplay of elements driving wildlife crime. This structured approach enhances the ability to identify leverage points for intervention and develop more effective strategies.

Typology of Domains of Causation:

- *Economic Factors*. This term refers to economic drivers and circumstances such as market demand, poverty, employment opportunities, and economic policies that contribute to threats.
- *Governmental Factors*. This term describes the influence of laws, law enforcement, policy-making, institutional structures, governance quality, and corruption on the emergence and persistence of threats.
- *Environmental Factors*. This term refers to ecological, geological, spatial, physical, and climatic conditions that contribute to threats, including habitat degradation, climate change, and natural resource availability.
- *Societal Factors*. This term captures societal behaviors, norms, beliefs, cultural practices, education levels, and attitudes that influence and produce threats.
- *Technological Factors*. This term refers to the role of technology in enabling or mitigating threats, including the availability of tools for poaching, surveillance capabilities, and access to information.

By expanding the domains of causation, we provide a more comprehensive framework for analyzing the root causes of wildlife crime, enabling project teams to address underlying issues more effectively.

Modification 4: Integrating Change Theories into the Theory of Change

The sixth modification introduces the concept of Change Theories to enhance the development of a project's Theory of Change within the Open Standards framework. This inclusion allows project teams to utilize and learn from generalizable, evidence-based theories about how change occurs, thereby improving project design and effectiveness.

A Theory of Change is typically project-specific and evaluation-related. It explicitly lays out the underlying rationale of a project, facilitating the planning, implementation, and evaluation of the project. Moreover, it is often a living document that evolves over the life of a project.

On the other hand, Change Theories offer generalizable, theoretical, and empirically grounded knowledge about how change occurs, transcending the scope of any individual project (Montague, 2019; Reinholz & Andrews, 2020). Such theories could draw from a wide array of research areas and can be mature with a strong empirical basis or might have emerged from a single context, supported by more limited evidence.

By incorporating relevant Change Theories into the project's Theory of Change, teams can benefit from a broader body of knowledge, tailoring more effective strategies and fostering a robust understanding of the change process itself. This integration promotes adaptability and evidence-based practice, enhancing the project's potential for success.

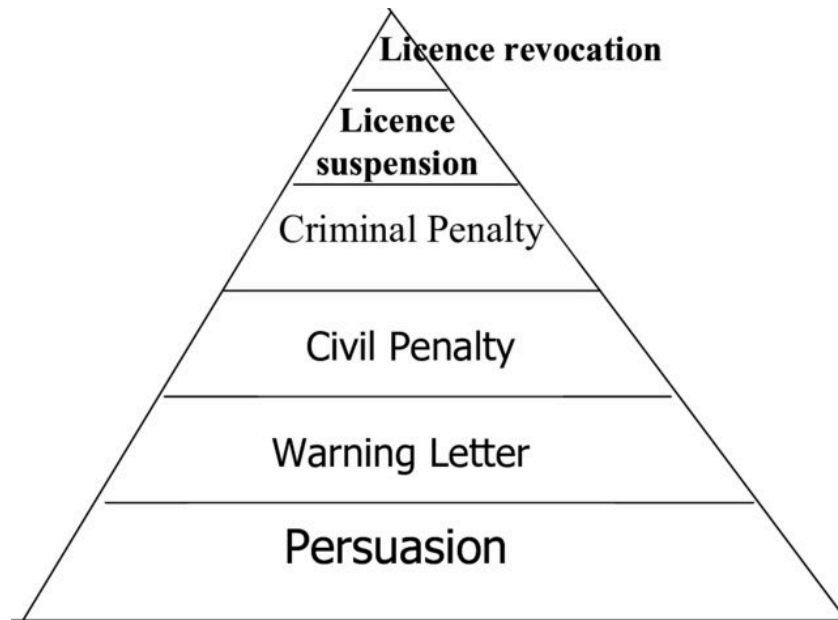
To operationalize this modification, we suggest adding a new section within the planning stage of the Open Standards to incorporate the application of relevant Change Theories to inform the Theory of Change of the project. Likewise, sections in the implementation, analysis, and adaptation stages should facilitate reflection on and learning from these Change Theories.

In summary, these modifications reflect the CAR-WEN Working Group's commitment to continually improve and adapt the Open Standards based on empirical evidence and practical experience. By refining the Open Standards for WEN operations, we aim to foster a more effective, adaptable, and evidence-based approach to wildlife enforcement and broader wildlife management.

Appendix E. Responsive Regulation and the CAR-WEN

Responsive Regulation, first proposed by (Ayres & Braithwaite, 1992a), offers a compelling framework for CAR-WEN's enforcement paradigm. This regulatory theory promotes a balanced approach to enforcement, recognizing the need for both cooperative strategies encouraging voluntary compliance and firmer enforcement tactics for instances of persistent non-compliance.

Figure 29: The Responsive Regulation Escalation Pyramid. An example from the Australian Taxation Office (Ayres & Braithwaite, 1992b).



The cornerstone of Responsive Regulation lies in its pyramid of enforcement strategies (see Figure 29), an escalating series of responses to non-compliance. The pyramid's base represents strategies encouraging voluntary compliance, with enforcement actions becoming progressively more punitive towards the apex. This escalation is not automatic but contingent on the violator's actions, thus making it 'Responsive.' Responsive regulation integrates several theories of compliance:

- Voluntary Compliance Theory. Voluntary compliance is a proactive and collaborative approach that seeks to prevent violations by promoting awareness, fostering cooperation, and creating conducive environments for compliance.
- Deterrence Theory. Deterrence posits that the threat of punitive action influences behavior, deterring potential violations.
- Restorative Justice. Restorative justice emphasizes repairing harm caused by non-compliance and seeks resolution through dialogues involving all stakeholders, including offenders, victims, and communities.
- Incapacitation Theory. Incapacitation is the use of punitive measures, such as ending certain rights or abilities to act or full imprisonment, to prevent potential future violations.

Responsive regulation has been effectively employed across various domains, from environmental protection to financial markets regulation. In the realm of environmental management, several studies have showcased the success of this approach in improving regulatory compliance and reducing environmental harm (Gunningham, 2011; Kagan et al., 2003). For example, in the field of fisheries management, where regulation is notoriously challenging due to the inherent complexities of aquatic ecosystems and stakeholder interests, the application of Responsive Regulation has resulted in enhanced compliance and reduced illegal activities (Nielsen & Mathiesen, 2003; van Putten et al., 2012).

By effectively combining strategies of voluntary compliance, deterrence, restorative justice, and incapacitation, Responsive Regulation has been shown to balance the needs for sustainability, stakeholder participation, and regulatory effectiveness in these sectors (Braithwaite et al., 2007).