

DRIVING IMPACT FOR PLANET AND PEOPLE

TRAFFIC 2030 STRATEGY



TRAFFIC

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**AT A TIME OF UNPRECEDENTED BIODIVERSITY
LOSS, TRAFFIC IS SCALING UP EVIDENCE,
SOLUTIONS, AND INFLUENCE TO ENSURE
THAT TRADE IN WILD SPECIES IS LEGAL AND
SUSTAINABLE, FOR THE BENEFIT OF THE
PLANET AND PEOPLE**

Aerial view of a river through a rainforest in southeast Asia

NEED FOR URGENT ACTION

Wildlife items for sale in Myanmar.



Our planet is in crisis. The triple threats of biodiversity loss, ecosystem degradation, and climate change require urgent global action. The [IUCN Red List 2022](#) shows that there has been no reduction in the rate at which species are moving towards extinction. The [World Economic Forum Global Risks Report 2023](#) cites biodiversity loss and ecosystem collapse as one of the fastest deteriorating global risks over the next decade.

At the same time, the world is grappling with a series of **severe global shocks that create uncertainty and disruption:** pandemic, geopolitical tensions, macroeconomic instability, protectionism, income disparities, and erosion of political and social cohesion.

INCREMENTAL CHANGE IS NOT SUFFICIENT – WE NEED TRANSFORMATIVE ACTION AT SCALE TO HALT AND REVERSE BIODIVERSITY LOSS TO ACHIEVE A NATURE-POSITIVE FUTURE.

Billions of people around the world use wild species for food, energy, materials, medicine, and other contributions to human well-being¹. Global supply chains for wild species have significantly expanded in volume, value and trade networks over the past decades. These supply chains provide income and sustain livelihoods for hundreds of millions of the world's poor. After piloting new tools and approaches over the past few years, **we now know more about what**

works to accelerate the sustainability of production and trade, responsible consumption, and supply chain transparency and traceability.

Illegal trade of wild species – one of the most profitable criminal activities worldwide – fuels biodiversity loss, environmental degradation, economic losses, and corruption. Trafficking is estimated to be worth up to USD23 billion a year, with almost every country in the world playing a role in the illegal trade.

Stronger legal frameworks and international investment standards, social and behaviour change, more robust monitoring and enforcement capacity, and community empowerment are critical to reducing trafficking.

Amid the worsening environmental crisis, **there are positive signs of increased global ambition** and opportunities for collaboration. The Kunming-Montreal Global Biodiversity Framework (GBF), the growing role of the Convention on International Trade in Endangered Species (CITES) in achieving the SDGs, the Taskforce on Nature-related Financial Disclosures, the record GEF-8 replenishment, the UN legal recognition of the right to a healthy and sustainable environment, and other global developments are catalysing action.

¹In line with the Post-2020 Global Biodiversity Framework, the 2030 Strategy uses the term “wild species” (rather than “wildlife”) to encompass fauna, flora, and fungi. A glossary of terms is included in Annex 1.



Timber harvesting in the Congo Basin

EVOLVING ROLE OF TRAFFIC

AS THE LEADING GLOBAL TRUSTED ADVISOR ON THE COMPLEX CHALLENGES OF TRADE IN WILD SPECIES, TRAFFIC PLAYS A CRITICAL ROLE IN PROVIDING THE EVIDENCE, SOLUTIONS, AND INFLUENCE TO GALVANISE CHANGE.



We provide **EVIDENCE-BASED SOLUTIONS** through rigorous research and analysis, rooted in science, data, and our expertise. We are recognised global thought leaders who have been on the forefront of these issues for half a century.



We have an **INTERNATIONAL NETWORK** of nearly 200 experts on the ground in Africa, Asia, Pacific, Europe, and the Americas – and leverage the conservation expertise of our founders IUCN and WWF, and other partners. We offer a strong network of knowledge across the environmental, social, economic, financial, and political dimensions of trade.



We are **TRUSTED ADVISORS** to governments and intergovernmental processes, and bring public, private, and civil society, stakeholders together in new partnerships. We advise and connect people to accelerate collaboration and impact

AS WE LOOK TO THE FUTURE, WE RECOGNISE THAT THE LANDSCAPE FOR OUR WORK IS SIGNIFICANTLY SHIFTING.

- ▷ The commitment of some stakeholders to inter-governmental cooperation, multilateralism, and evidence-based decision-making is waning.
- ▷ Private sector and financial institutions are increasingly powerful stakeholders in nature, with growing attention to the impact of production and consumption patterns on biodiversity loss and climate change.
- ▷ New and innovative approaches to conservation are evolving, including nature-based solutions, community-led conservation, rights-based approaches, and finance for nature.
- ▷ There is growing recognition that people need to be at the centre of solutions, and global concern about social justice, equality, inclusion, and human rights, where we currently have less experience.
- ▷ There is an increasingly crowded field of organisations involved in research, policy dialogue, and influence related to illegal and legal trade in wild species.
- ▷ The priorities and expectations of environmental funders are changing, with much greater focus on outcomes than outputs, and increased attention to an organisation's core values and strategy.

Against this background, TRAFFIC has reviewed and reimagined our role. We have drawn on horizon scanning of likely future changes, internal and external reviews of our [2017-2022 Programme Strategy](#), and consultations with global experts on key strategic issues.



*African Elephant *Loxodonta africana* in Kenya*

RENEWING OUR MISSION AND GOALS

AS WE APPROACH THE 50TH ANNIVERSARY OF TRAFFIC, WE ARE RENEWING OUR AMBITION TO DRIVE ACTION TO HALT AND REVERSE BIODIVERSITY LOSS TO ACHIEVE A NATURE-POSITIVE WORLD BY 2030.

During the coming decade, we will align our work with the long-term vision of the Kunming-Montreal Global Biodiversity Framework:

a world living in harmony with nature where by 2050, biodiversity is valued, conserved, restored, and wisely used, maintaining ecosystem services, sustaining a healthy planet and delivering benefits essential for all people.

To achieve this vision, we are refocusing TRAFFIC's mission to give stronger emphasis to concepts of sustainable use, social impacts, and rights-based approaches, in addition to our core focus on reducing threats to conservation.

We embrace the conclusion of the Dasgupta Review that economies and livelihoods are inescapably intertwined and dependent on goods, services, and values provided by nature.

OUR UPDATED MISSION STATEMENT IS NOW:

ENSURE THAT TRADE IN WILD SPECIES IS LEGAL AND SUSTAINABLE, FOR THE BENEFIT OF THE PLANET AND PEOPLE

Our mission is closely linked with the Sustainable Development Goals related to terrestrial and marine ecosystems and sustainable production and consumption. It reinforces the focus on legal and sustainable international trade in the CITES Strategic Vision for 2021-2030 and the focus on sustainable use of biodiversity in the Convention on Biological Diversity (CBD). It also

connects strongly to the missions of our founding partners IUCN and WWF.

The GBF sets out 23 global targets for urgent action by 2030. Our new Strategy seeks to galvanise collective action on two key GBF targets related to trade in wild species, while supporting implementation of the broader set of GBF commitments.



African Elephant tusks seized in Malaysia

OVER THE COMING DECADE, WE WILL DRIVE TRAFFIC'S WORK TO ACHIEVE TWO HIGH-LEVEL GOALS BY 2030:

1. ILLEGAL AND UNSUSTAINABLE TRADE IN WILD SPECIES WILL BE SIGNIFICANTLY REDUCED, IN LINE WITH TARGET 5 OF THE GBF

2. LEGAL AND SUSTAINABLE TRADE IN WILD SPECIES WILL PROVIDE SIGNIFICANTLY INCREASED SOCIAL, ECONOMIC, AND ENVIRONMENTAL BENEFITS FOR PEOPLE, IN LINE WITH TARGET 9 OF THE GBF

We will align the measurement of these two goals with the evolving **GBF Monitoring Framework**. We are also linking these two outcomes to the earlier

impact targets and indicators used in the 2017-2022 Programme Strategy, so that we can monitor TRAFFIC's impact over a longer-time frame.

NEW THEORY OF CHANGE

TRAFFIC HAS UPDATED OUR THEORY OF CHANGE AND RESULTS HIERARCHY TO EXPLAIN THE LOGIC BEHIND HOW OUR NEW STRATEGY WILL DELIVER IMPACT. OUR NEW THEORY OF CHANGE IS SUMMARISED IN FIGURE 1 -- AND EXPLAINED IN DETAIL BELOW.

FIGURE 1
Theory of Change for 2030 Strategy

MORE EFFECTIVE GLOBAL POLICY FRAMEWORKS

STRONGER DESIGN AND IMPLEMENTATION OF NATIONAL POLICIES AND REGULATIONS, AND

SUSTAINABLE SUPPLY CHAINS:

empowered communities engaged in sustainable trade

responsible and fair private sector sourcing and trading

reduced consumer demand for illegal and unsustainable products

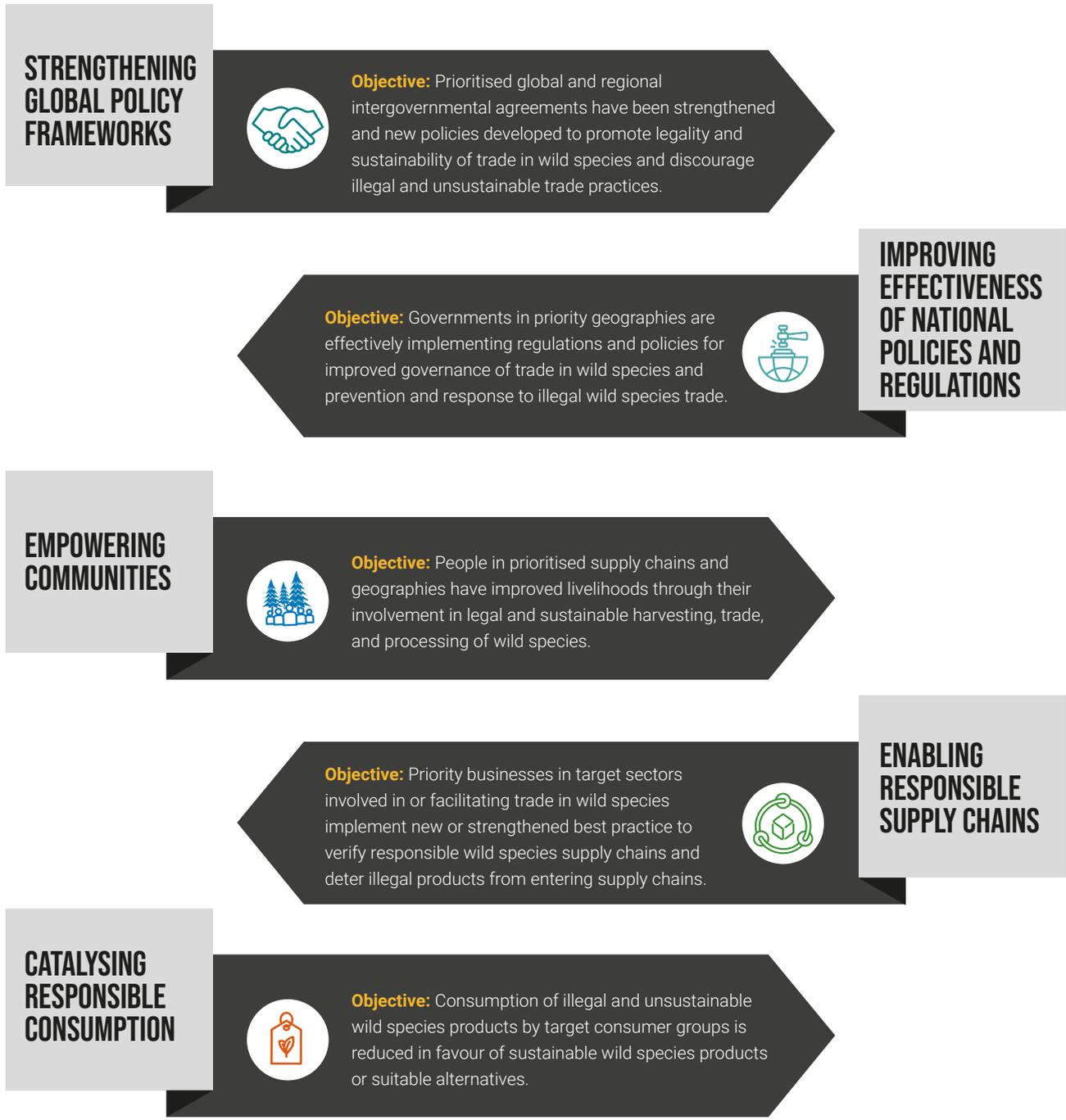
REDUCED ILLEGAL AND UNSUSTAINABLE TRADE OF WILD SPECIES

AND

INCREASED BENEFITS TO PEOPLE

Artisanal shark fishermen in the Republic of Congo

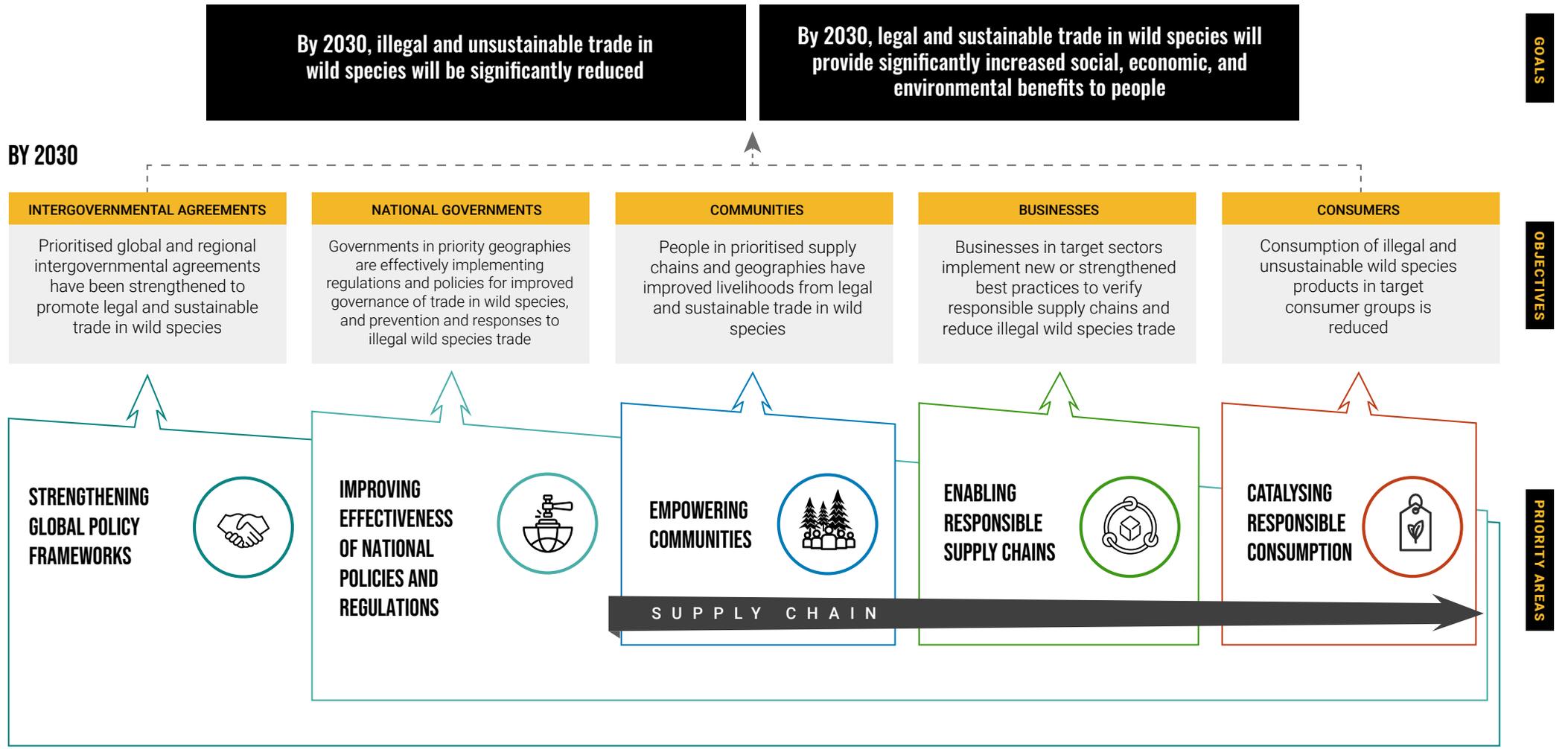
OVER THE COMING DECADE, OUR STRATEGY WILL FOCUS ON FIVE PRIORITY AREAS, EACH WITH A DEFINED OBJECTIVE TO BE ACHIEVED BY 2030:



The linkage among TRAFFIC's two 2030 goals and five priority areas and related objectives is illustrated below in Figure 2.

FIGURE 2
Summary Results Hierarchy for 2030 Strategy

TRAFFIC'S MISSION IS
**TO ENSURE TRADE IN WILD SPECIES IS LEGAL AND SUSTAINABLE,
FOR THE BENEFIT OF THE PLANET AND PEOPLE**



ACCELERATING RESULTS IN PRIORITY AREAS

DETAILED RESULTS CHAINS HAVE BEEN DEVELOPED FOR THE FIVE PRIORITY AREAS THAT MAP OUT THE PATHWAY TO ACHIEVE OUR 2030 GOALS. KEY INTERVENTIONS ARE SUMMARISED BELOW.



1. STRENGTHENING GLOBAL POLICY FRAMEWORKS

Multilateral environment, trade, finance, crime, health, and human rights agreements underpin national policies. They help shape the commitments of governments, and influence businesses and individuals towards legal and sustainable trade in wild species in compliance with ESG standards, and away from illegal and unsustainable trafficking.

We will **engage with stakeholders of key inter-governmental agreements at the global and regional levels and provide essential research data, and analysis on global supply chains and markets for wild species**, including early-warning and horizon scanning on emerging trade issues. We will also help enhance the capacity of national governments to engage effectively in intergovernmental processes.

OUR GOAL IS TO SUPPORT PARTIES TO MAKE INFORMED DECISIONS AND FIND COMMON SOLUTIONS.

We will particularly focus on:

- Continued strong support to **CITES** for analysis of key trade and data issues, capacity building for effective implementation by Parties, enhancing the effectiveness and accountability of CITES processes, and strengthening of tools and approaches such as traceability and non-detriment finding guidance;
- Catalysing collective action and effective monitoring for Targets 5 and 9 in the **GBF under the CBD**, as well as supporting the critical tools for implementation of other targets relevant to trade in wild species;

- Promoting a **One Health approach** in international and regional processes led by WHO, FAO, WOHAI, UNEP, and others, ensuring balanced integration of the benefits and risks of wild species trade in the governance and management of supply chains;
- Incorporating the role and impacts of trade in wild species into **nature-based solutions in the climate change agenda**, including the links of illegal trade to deforestation and sustainable trade to Reducing Emissions from Deforestation and Forest Degradation (REDD+);
- Deepening collaboration with **international and regional law enforcement, financial and money-laundering agencies, and anti-corruption organisations**, to link wild species crime and corruption in the broader framework of financial and environmental crimes, and address convergence with other organised crimes; and
- Strengthening collaboration with **key regional economic and political organisations** with the focus on improving the management of trade in wild species.



TRAFFIC at CITES CoP19



2 . IMPROVING EFFECTIVENESS OF NATIONAL POLICIES AND REGULATIONS

Well-designed and effectively implemented national-level governance and enforcement frameworks, built on intergovernmental policies and best practices, create the enabling environment in countries to ensure legal and sustainable trade.

TRAFFIC WILL CONTINUE TO PROVIDE RESEARCH, DATA AND ANALYSIS ON TRADE IN WILD SPECIES AT THE COUNTRY, LANDSCAPE, AND TRADE ROUTE LEVELS.

This includes trade and consumption trends, targeted species and countries, supply chain analysis, financial flows and criminal justice system responses, and socio-economic impacts including gender dynamics in supply chains.

This will enable an **informed engagement approach with relevant national agencies** – including CITES management authorities, environment and scientific authorities, forestry and fisheries management agencies, public health agencies, customs and border authorities, judiciary, prosecutors, police, financial investigators, specialised crime and law enforcement units, human rights agencies, and others.

We will also help assess the **need to strengthen national legislation and regulation**, and support capacity-building to effectively design and implement strong governance frameworks for legal and sustainable trade and combat illegal trade.

Support for implementation will include **development and rolling out of training, tools and approaches** for data analysis, sustainable supply chains, social and market research, detection and investigation, application of human rights in criminal justice, and sharing relevant and timely data across sectors and agencies.

We will focus on expanding and developing tools to support law enforcement and anti-corruption efforts, including species identification, technology-based detection tools, forensic applications, monitoring systems for specific commodities, and platforms and protocols for sourcing and sharing actionable information.

Our goal is to strengthen the capacity of those agencies to take strategic law enforcement action and implement best practice, consistent with international human rights and ESG standards.



Artisanal fishing regulations information boards in Tanzania



Wild plant collectors in Nepal



3. EMPOWERING COMMUNITIES

Actions by communities and government support for community-led approaches are critical to scale up legal and sustainable harvest, use, management, and trade in wild species, and stop illegal commodities from entering the supply chain.

TRAFFIC WILL IDENTIFY PRIORITY INTERVENTIONS IN THE ENABLING ENVIRONMENT TO FOSTER RIGHTS-BASED APPROACHES, INCLUSIVE PROCESSES, AND PARTICIPATORY MULTI-STAKEHOLDER ENGAGEMENT TO DEEPEN SUPPORT FOR COMMUNITY-LED RESOURCE MANAGEMENT AND SUSTAINABLE SUPPLY CHAINS.

We recognise that communities in different geographies have varying ability to influence policy, secure their rights, and engage effectively in sustainable trade – and will focus on communities that are vulnerable to policy changes related to wild species trade and who are economically, socially, and/or politically marginalised.

Since we have limited physical presence on the ground, we will **continue to focus on building partnerships with community-based organisations and supporting relevant local partners to develop approaches that deepen benefits for people** through legal and sustainable trade in wild species and to disincentivise illegal trade and harvesting, reinforced by social and behaviour change approaches.

This work will support systems for **improved access to resources by communities** (through improved policies and regulations, and compliance with appropriate existing regulations and controls), adapting and using existing tools, approaches, institutions, and systems to ensure fair and equitable benefit-sharing for legal and sustainable management of wild species.

In line with the GBF, our work will pay particular attention to **gender equality, women's empowerment, youth, and the full and effective participation of indigenous peoples and local communities.**



4. ENABLING RESPONSIBLE SUPPLY CHAINS

The private sector brings critical capital, knowledge, and capacity to scale up legal and sustainable trade in wild species. At the same time, businesses may unwittingly or purposefully facilitate the illegal sourcing, transport, and sale of wild species products. This not only fuels biodiversity loss and environmental degradation, but also creates sustainability, legal, and human health risks in their operations and supply chains. Investors are increasingly demanding that firms integrate ESG and nature-positive impacts into corporate governance, strategy, risk management, metrics and targets.

Effective detection and prevention of illegal trade, as well as responsible business practices, are building blocks for sustainable, traceable, transparent, corruption-free and legal wild species supply chains. TRAFFIC will **research and analyse wild species trade trends; target our analysis and recommendations to priority industries; and support development and use of tools and approaches to accelerate change across key business sectors.**

WE WILL SUPPORT THE DEVELOPMENT OF NEW PUBLIC-PRIVATE PARTNERSHIPS AND BUSINESS-TO-BUSINESS PARTNERSHIPS IN TARGETED SUPPLY CHAINS TO CATALYSE COLLECTIVE ACTION.

Key sectors include wild plants ingredients, timber and wood products, fisheries and seafood, and other wild species products (including cross-cutting sectors, such as traditional medicine). These partnerships will spell out commitments, action plans, and benchmarks for sustainable production, certification, standards, traceability, transparency, due diligence, required

policy and regulatory changes, monitoring and reporting protocols, and fair and equitable benefit-sharing.

Across this engagement with businesses, we will **promote the integration of risks and opportunities related to trade in wild species into existing global monitoring and reporting initiatives.**

We will continue to work with the key “enabling sectors” that underpin global trade:

- In the **finance sector**, we will scale up training, partnerships, and capacity building of financial institutions to identify and report suspicious financial transactions, and support standardisation of metrics and disclosure requirements of nature-related financial risks and impacts by financial institutions and investors;
- In the **transport sector**, we will scale up our ongoing collaboration with major ground, air, and maritime transport and logistics associations, focusing on international guidelines, industry-wide regulation, new technology tools, and company assessment and certification;
- In **e-commerce**, we will expand membership and deepen actions in our flagship tech sector partnership, the **Coalition to End Wildlife Trafficking Online.**

Corruption in supply chains for forests, fisheries, and wild animals and plants remains a major challenge. TRAFFIC has increasingly focused on **targeting natural resource corruption** and we will deepen activities and partnerships to generate evidence, develop new tools and approaches, and support innovative policy and practice for more effective anti-corruption programming.



5. CATALYSING RESPONSIBLE CONSUMPTION

Many daily-consumed products contain wild-sourced ingredients, including medicines, food, cosmetics, household goods and furniture. Some of these commodities and species come from legal and sustainable supply chains, while others are illegal sourced. **Consumers can play a critical role in disrupting illegal and unsustainable trade and transforming industries by shifting demand** towards wild products that are sustainably sourced and safe for human health, and to other suitable alternatives.

TRAFFIC is recognised as a global thought leader in championing social and behavioural change (SBC).

IN THE COMING DECADE, WE INTEND TO SIGNIFICANTLY SCALE UP OUR SUPPORT FOR SOCIAL BEHAVIOURAL CHANGE.

We will broaden our support for programmes that reduce the demand for consumption of threatened wild species products.

We will engage in new strategic partnerships with organisations and

key businesses designed to **develop and deliver appropriate SBC tools and approaches, messages and campaigns to target consumers with the most potential impact on wild species product sales.**

We will seek to collaborate with a wider set of partners including e-commerce companies, faith-based organisations, and key industry associations related to traditional medicines, pet industry, consumer goods, and food supply.

We will **focus on the largest consumer markets for a range of wild species goods**, both known to be in illegal trade, and those where sustainability, traceability, as well as legality of origin and trade might not be known.

We will further enhance TRAFFIC's role as a global leader on SBC – through research that documents the impact of SBC approaches, facilitating a global SBC Community of Practice, developing and disseminating good practice guidelines and toolkits, and providing advisory support to international financial institutions and intergovernmental processes.



Social and Behavioural change campaign, Thailand

#SayNoToIllegalWildMeat
www.kind-dining.com

STRENGTHENING HOW TRAFFIC WORKS

AS WE SCALE UP ACTION IN OUR PRIORITY AREAS, WE WILL ADJUST HOW WE WORK IN RESPONSE TO EMERGING ISSUES AND LESSONS LEARNED FROM OUR PREVIOUS STRATEGY.

DOING FEWER THINGS BUT DOING THEM BIGGER AND BETTER

Over the past decades, TRAFFIC has championed many innovative solutions to monitor and combat illegal wild species trade and support legal and sustainable trade. In the coming decade, **we will focus on moving from smaller projects that test new approaches to scaling up proven solutions for larger impact in priority sectors and geographies.**

Scaling up will be grounded in a strong framework of monitoring, evaluation, and learning, so that we are continually assessing our performance and influence and making the necessary mid-course corrections to achieve our two 2030 goals. The establishment of a new Strategy, Programme, and Impact team within TRAFFIC will help sharpen our organisation-wide focus on adaptive results-based management and impact assessment.



Law enforcement training on shark-fin identification in South Africa

RIGOROUSLY PRIORITISING ACTIONS THAT CONTRIBUTE TO THE 2030 GOALS

We are **developing a stronger selectivity lens to help us identify and prioritise those interventions, sectors, taxa, and geographies that will accelerate our results**. The key building blocks for prioritisation include:

- **Potential impact** – including overall trade volume and value, level of threat and benefits, and solution at scale that tackles critical drivers;
- **Enabling environment** – including strong evidence and analytical basis, location in high priority ecosystem and/or supply chain, conducive policy

and political economy framework, and level of commitment and capacity of implementing partners;

- **TRAFFIC's comparative advantage** – including monitorable results to feed into achievement of the two 2030 goals, leveraging TRAFFIC knowledge and credibility, internal skills and capacity, and opportunities to influence strategic partners; and
- **Risk profile** – including timeframe, scalability, complexity, ESG impacts (including human rights), reputational risks, costs and financing.

SHARPENING OUR GLOBAL LEADERSHIP IN DATA COLLECTION, USE, AND ACCESS

In the coming decade, we will prioritise gathering, analysing, updating and packaging wild species trade data to influence global, regional and national decision makers. **Our goal is to develop and make accessible the most up-to-date and extensive sources of data on wild species trade that are regularly used to inform wild species trade management.**

A critical element of our 2030 Strategy is **continued strengthening and sustainable financing of our data management systems** – and more effective linking to the global data systems of other organisations. Our data framework

includes the Wildlife Trade Information System (WITIS), the first centralised database for seizures and market monitoring data; the **Elephant Trade Information System** (ETIS) that we manage on behalf of CITES; and the **Trade in Wildlife Information eXchange systems** (TWIX), which are critical online tools to facilitate information exchange and international cooperation among law enforcement agencies.

We will continue to champion the use of open-access portals to make accurate and timely data publicly available to all stakeholders.

LEVERAGING INNOVATION AND TECHNOLOGY FOR IMPACT

Innovation and adaptation have been hallmarks of TRAFFIC's work. We will continue to champion cutting-edge research on trade in wild species,

including horizon scanning for emerging trends, and deepen our partnerships with global innovation and impact hubs. In our **data work**, we will continue to

pilot new ways of collecting, analysing, and sharing data, including automated analytics, open-source intelligence, web scraping, big data analytics, crowdsourcing, open data platforms, and GIS mapping tools.

In our work on **crime and enforcement**, we will scale up work on forensic science, species identification, and detection technologies (including scanning

equipment, digital and mobile applications, and artificial intelligence).

In our support to **sustainable supply chains**, we will continue to champion development and uptake of new technology applications for traceability.

STRONGER FOCUS OF GENDER AND RIGHTS-BASED APPROACHES

We will deepen our focus on **reducing gender inequalities and marginalisation of groups engaged in wild species supply chains**. This will include **scaling up support for rights-based approaches and inclusive multi-stakeholder processes** that ensure the full, equitable, and effective representation and participation of diverse rights-holders in decision making, implementation, and monitoring.

Our work will be supported by a strong internal social and environmental safeguards framework, which draws on the principles set out in the **Conservation Initiative on Human Rights** championed by our founders IUCN and WWF. This

emphasises respect for and promotion of human rights, particularly in our support to governments and communities to combat illegal wild species trade; identification and addressing of any potentially adverse human rights impacts in our work; promotion of good governance, both for governments and corporates; and support for rights holders.

Internally, we will continue to **nurture a strong culture of diversity, equity, and inclusion** – and ensure that the composition of our staff and leadership reflect the broad diversity of the stakeholders we work with.

SELECTIVELY BROADENING OUR CORE PARTNERSHIPS

In the coming decade, **we will reach out to a wider range of public, private, NGO, and community partners** than we have in the past, and look for opportunities to **convene diverse multi-stakeholder coalitions** to catalyse stronger collective action in our five priority areas. In particular, we seek to deepen our partnerships in the areas of One Health, nature crime, community empowerment and human rights, and public-private action for sustainable supply chains.

As a founding member of the Cambridge Conservation Initiative (CCI), we will seek stronger synergy with the academic resources of Cambridge University and other CCI partners.

We will also seek **new opportunities to share TRAFFIC's work and deepen our policy dialogue with global political processes** (such as G7, G20, Leaders' Pledge for Nature, Forum of China-Africa Cooperation, etc.) **and key multilateral partners**.

EQUIPPING TRAFFIC TO DELIVER RESULTS

INVESTING IN OUR STAFF

TRAFFIC has a talented global network of technical expertise related to wild species trade. We will review the **key skills, behaviours, values, and ways of working that will be needed to accelerate delivery of the 2030 Strategy**. We expect we will need to increase our internal capacity for policy work, economic analysis, results-based management, and communications. Likewise, we expect to expand our technical expertise related

to private sector, financial markets, One Health, SBC, and community empowerment and human rights.

We will continue to strengthen our approach to collaborative leadership across the organisation and develop an updated values statement in line with the 2030 Strategy.

ALIGNING THE ORGANISATIONAL STRUCTURE

The structure of the Global Office was recently adjusted and new senior leadership roles developed, to support the launch of the 2030 Strategy

Two further organisational steps are envisioned:

- **Review of our regionalisation and decentralisation strategy**, to support strong alignment of our country and regional work with the 2030 Strategy, while empowering and delegating

decision-making to our country teams who are on the ground and closest to our government and community partners; and

- **Re-establish a presence in Latin America**, with an initial focus on building networks and partnerships through strong local NGO partners.

RESOURCING OUR AMBITIONS

TRAFFIC will continue to **finetune our business and funding model to ensure that we are “fit for purpose” to deliver the 2030 Strategy and provide “value for money” for our funders**.

A top priority is to secure the increased

resources we need to realise our ambitions, particularly core funding for cross-cutting institutional functions like research, data use and management, global policy dialogue, convening of multi-stakeholder partnerships, knowledge

sharing, and monitoring, evaluation, and learning. We will develop a new fundraising strategy to strengthen and leverage our funding model.

We will continue to engage our major donors as partners to co-create strategic programmes. We will strengthen our

ability to secure and manage large multi-year programmatic grants from multilateral and bilateral funds, and deepen our engagement with charitable trusts, foundations, corporates, and high net-worth individuals.

INFLUENCING AND COMMUNICATING FOR IMPACT

TRAFFIC has developed a **powerful framework for “evidence to influence,”** focusing on the four interlinked steps of research, analysis, guidance, and engagement. In the coming decade, we will continue to maintain rigorous research and analytical work, based on the best data – and will increasingly **focus on how we can better communicate and influence global, regional, national, and local decision makers.**

We will focus on more concise and timely knowledge products underpinned by stronger influence plans. We will disseminate our knowledge in more accessible and user-friendly formats, improve our digital presence, and better tailor and target our messaging to reach decision makers and those who influence them. This will be supported by more in-depth monitoring of the use and impact of our products and recommendations.



TRAFFIC Leadership Team

IMAGE CREDITS

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ANNEX 1: GLOSSARY OF TERMS IN 2030 STRATEGY

Term	Annotation
Behaviour Change	Behaviour change approaches contrast to those that raise awareness, by using messages, messengers and methods targeting a particular segment of the population and aiming not just to increase their knowledge, but also specifically to adopt a different behaviour to their current
Benefits	Benefits are intended to meet people's needs, including clean air, water, food, fibre, shelter, a safe climate, energy security (e.g. fuel, cooking, heating), secure livelihoods, and health and spiritual well-being (from CBD)
Biodiversity	The variability among living organisms from all sources including terrestrial, marine and other aquatic ecosystems and the ecological complexes of which they are a part, including variation in genetic, phenotypic, phylogenetic, and functional attributes, as well as changes in abundance and distribution over time and space within and among species, biological communities and ecosystems (from IPBES)
Capacity building	The process through which individuals, organisations and societies obtain, strengthen and maintain their capabilities to set and achieve their own development objectives over time (from UNDP)
Communities	Encompasses indigenous people and local communities, with special attention to women, youth, and the most vulnerable (from CBD)
Demand reduction	Includes the process of reducing the expressed intent of potential consumers to purchase products, and the result of changing actual buyer behaviour (i.e. fewer illegal wild species products bought)
Governance	The way the rules, norms and actions in a given organisation are structured, sustained, and regulated (from IPBES)
Harvest	Involves the gathering, catching or hunting of wild species for human uses (from CBD)
Legal and sustainable	Means that the harvesting, trade and use of wild species at a rate within the bounds of its capacity for renewal, respects international and national laws, and is safe for people and other wild species (e.g. does not contribute to the spread of pathogens or invasive species) (from CBD)
Nature-based solutions	Actions to protect, sustainably manage, and restore natural and modified ecosystems that address societal challenges effectively and adaptively, simultaneously benefiting people and nature (from IUCN)
One Health approach	An integrated, unifying approach that aims to sustainably balance and optimise the health of people, animals and ecosystems, with a recognition that the health of humans, domestic and wild animals, plants, and the wider environment (including ecosystems) are closely linked and inter-dependent (from WHO)
Parties	A State or a Regional Economic Integration Organisation that has consented to be bound by a Convention and for which the Convention is in force (from CITES)
Responsible supply chain	"Responsible" is a broader concept than "legal and sustainable" and integrates environmental, social (including human and labour rights), and good governance factors into the operation of the supply chain (from OECD)
Rights-based approach	A rights-based approach is normatively based on international human rights standards and operationally directed to promoting and protecting human rights. It seeks to analyse inequalities which lie at the heart of development problems and redress discriminatory practices and unjust distributions of power that impede development progress (from UN)
Stakeholders	Any individuals, groups or organisations who affect, or could be affected (whether positively or negatively) by a particular issue and its associated policies, decisions and action (from IPBES)
Supply chain	Encompasses the entire system of producing and delivering a product or service, from the very beginning stage of sourcing the raw materials to the final delivery of the product or service to end-users
Wild species	Includes fauna, flora, and fungi (from CBD)

MARCH 2023

WORKING TO ENSURE THAT TRADE
IN WILD SPECIES IS LEGAL AND
SUSTAINABLE, FOR THE BENEFIT OF
THE PLANET AND PEOPLE

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