Like many across the globe, I am writing this foreword while working from home - constrained by the restrictions of the COVID-19 pandemic. I count myself and our team fortunate to have the luxury of that option when millions do not. It has forced us to rethink the way we all live and work, and even our ability to survive and thrive.

Such monumental change naturally prompts reflection of what has gone before and what the future holds. Looking back on what the Wildlife Justice Commission has achieved in 2019, I am awed by the progress the Justice Commission has achieved in its work, and even our ability to survive and thrive.

I am delighted that 2019 was the year we formally launched Friends of the Wildlife Justice Commission in the United States. Being registered as a United States non-profit organisation enables us to significantly expand our partnership programmes.

We also expanded our work in Africa, and into the Americas with new investigations into the illegal live pet trade. Our investigations into the growth in trafficking between the African continent and Asia have substantially increased our understanding of that nexus and also revealed emerging markets and new trends. During 2019, we also explored other fields of intervention beyond the trafficking of wildlife to include initial forays into the area of illegal, unreported and unregulated (IUU) fishing to expand our mission beyond the trafficking of wildlife to understand emerging markets and new trends. During 2019, we also explored other fields of intervention beyond the trafficking of wildlife to include initial forays into the area of illegal, unreported and unregulated (IUU) fishing to expand our mission to fight environmental crime.

Our Intelligence Development Unit is now the largest of its kind in the world. Delighted as I am to see the unit grow in size and expertise, and I am equally proud to report that, like the senior management team at the Wildlife Justice Commission, the majority of our intelligence team is women.

Wildlife trafficking is a multi-billion-dollar business and to successfully end it will require a global commitment from governments and law enforcement agencies to root out and prosecute those at the heart of the criminal networks. As part of our work toward this goal, we share intelligence with law enforcement partners and work with them to collect evidence against those most responsible for wildlife crime. This includes building their own expertise, and in 2019, we supported partners in Asia and Africa by providing training and mentoring on key skills that they utilise on live cases, so that in the future these authorities will have the skills and experience to track the most serious traffickers.

We are now in our fifth year of operation and in the last year we have been encouraged to see evidence of greater political will on the part of governments to address wildlife crime. Although we see this as a very positive and necessary development, it is tempered by the knowledge that multiple record-breaking seizures of pangolin scales took place throughout 2019 - showing that wildlife trafficking continues at a devastating pace. The urgency of the need for decisive, meaningful action has not diminished and the promising advances by governments must be exponentially increased in order to stem the flow of trafficked animals across the globe.

As I write, our intelligence shows that the travel restrictions from the COVID-19 pandemic have impacted the ability of traffickers to pursue their illegal trade - at least for now, but we know they will revert as soon as ports and borders reopen. Wildlife traffickers are not ‘re-thinking their approach’, nor are they planning for a ‘new normal’. They are intent on getting back to their destructive business-as-usual as quickly as possible. We already had the undeniable evidence that wildlife trafficking is a major threat to biodiversity, but now it is also clear to everyone that it also poses a huge risk to global public health and security. Protecting species and ecosystems from those who profit from destroying them is our best shield against pandemics.

Our work in 2019 has shown us that only significant and sustained action by governments and law enforcement agencies will bring real change. Wildlife crime must be treated as the destructive, transnational organised crime that it is.

Law enforcement and governments must urgently apply the same tools and techniques that are used to address other serious international and domestic crimes. It is only then that we can look to the future with confidence that our precious wildlife has a real chance to survive and thrive.
# 2019: The Year in Review

## Introduction

**Our undercover investigators** infiltrate trafficking networks, gathering evidence and unearthing information. Our intelligence team is the largest of its kind in the world, meticulously monitoring data sources and analysing information to produce compelling and actionable intelligence of criminal activities. We present this in intelligence reports or Case Files to law enforcement agencies for action, and it is the foundation for our diplomatic work to help governments bring wildlife traffickers to account.

We provide training and mentoring to authorities around the world to better equip them to fight wildlife crime at this level. We also use our intelligence to discern recent trends and work with governments and international organisations on policies and regulations to strengthen their ability to protect endangered species from the criminals who profit from destroying them. And we will hold governments accountable if they fail to act upon the criminal networks that are driving species to extinction and putting public health and security at risk.

## 2019 outputs from the Wildlife Justice Commission’s Intelligence Development Unit

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intelligence reports disseminated</td>
<td>33</td>
</tr>
<tr>
<td>Suspected persons of interest profiled</td>
<td>1791</td>
</tr>
<tr>
<td>Organisations of interest profiled</td>
<td>408</td>
</tr>
<tr>
<td>Seizures analysed</td>
<td>776</td>
</tr>
</tbody>
</table>

© All photos are property of the Wildlife Justice Commission, unless otherwise indicated. Not for reproduction.
Our work over the year resulted in the arrests of 29 high-level traffickers in Mozambique, Indonesia, Vietnam and Malaysia.

Hundreds of live animals were seized from traffickers, including primates, birds and reptiles. In Malaysia alone, more than sixteen hundred live rare and endangered turtles and tortoises were found and four traffickers arrested, including one highly placed in the smuggling network. Significant amounts of animal parts were also uncovered during our operations and hundreds of kilos of ivory were also seized in Vietnam and Mozambique, as a result of long-running investigations into the illegal ivory supply chain between Africa and Southeast Asia.

Due to the investment we make in the collection and meticulous analysis of information, in 2019 we were able to provide compelling and timely analyses of changes in the global trafficking landscape, such as the Ivory Snapshot Analysis. This report was designed to ensure policy makers and law enforcement agencies have the most up to date assessments of global activity and trends in transnational wildlife trafficking.

In 2019, we also provided expert training and mentoring to law enforcement units and other relevant actors around the world to better equip them to fight transnational wildlife crime, providing additional capacity and knowledge for local law enforcement agencies. The training focused on expanding their skills in online tracking and analysis and undercover operations, as well as sharing information on the most up to date techniques and technologies.

**Snapshot of our Impact**

**Wildlife trafficking networks** thrive by operating in the shadows, using bribery and corruption to facilitate transnational trade. Much of our work relies on gathering intelligence from undercover operations and through local contacts and our commitment to the safety of our own teams and our contacts is paramount. This means that some of our operations must remain confidential and cannot be shared publicly. This report details the results and progress made in 2019 that can be shared, and we are pleased and proud to be able to do so.

In 2019:

- **Our actionable intelligence contributed to:**
  - the arrests of 29 high-level traffickers.
  - the seizure of over 1,000 live animals from the illegal pet trade, including primates, exotic birds, reptiles, and over 800 turtles and tortoises of high-value specimens.
  - the seizure of animal parts including more than 350 kg of ivory.

- **Our focus on high-level traffickers and prolific networks** helped dismantle net-works. Sources have confirmed the traffickers’ networks have been successfully disrupted and prevented from re-grouping.

- **Wildlife trafficking networks** thrive by operating in the shadows, using bribery and corruption to facilitate transnational trade. Much of our work relies on gathering intelligence from undercover operations and through local contacts and our commitment to the safety of our own teams and our contacts is paramount. This means that some of our operations must remain confidential and cannot be shared publicly. This report details the results and progress made in 2019 that can be shared, and we are pleased and proud to be able to do so.

In 2019:

- **We shared intelligence with law enforcement authorities in 11 countries:** Indonesia, Malaysia, Mozambique, South Africa, Thailand, United States, Bolivia, China, India, Lao PDR and Vietnam.

- **In 2019 there was a noticeable increase in political will** in the countries where the Wildlife Justice Commission operates and collaboration with law enforcement authorities has increased.

- **We supported international law enforcement cooperation** by developing intelligence on transnational criminality and sharing it with national law enforcement agencies, helping to build the intelligence picture beyond their borders and bridging the on-going intelligence gap presented by transnational criminality.

- **We supported law enforcement agencies in six countries** to help bridge the gap in technical and human capacity to address wildlife crime in South Africa, India, the United States, Lao PDR, Vietnam and Mozambique.

- **We provided advanced intelligence and undercover training in Thailand and South Africa.**

- **Our analytical findings are increasingly used** to help formulate policies, regulations and legislation, including by campaigning organisations and international bodies tackling corruption and financial crime.
Disrupting Wildlife Networks

The snapshot of our work last year provides a window into the reality and complexity of wildlife trafficking of both live animals and parts. The illegal exotic pet trade is a major driver, with countless species of birds, reptiles, primates and big cats taken from the wild and trafficked as pets in many countries in Europe and the Middle East, and in the United States and China.

Untangling the complex networks that support the illegal trade is a considerable challenge. We have several long-running investigations into the illegal exotic pet trade, including Operations Caesar, Dragon and Scorpion, but in 2019 our analysis was able to piece together the evidence to show how what first appeared to be isolated individual networks are in fact highly connected. The analysis enabled us and law enforcement agencies to link them, and most importantly - to identify the key enablers and connectors within those networks.

“In 2019, our analysis was able to piece together the evidence to show how what first appeared to be isolated individual networks are in fact highly connected.”

Connecting the dots: Investigating the Africa-Asia nexus

In 2019, we continued to investigate the supply chain of ivory, rhino horn and pangolin scales from Africa to Asia.

Our investigations had already established Mozambique as a persistent trafficking hotspot, which also serves as a major exit point out of Africa to Asia, as well as a base for poaching networks operating in South Africa.

2019 was our first year of collaboration with Mozambique’s National Crime Investigation Service (SERNIC) and resulted in the arrest of six traffickers and the seizure of 110 kg of ivory. The cooperation between the Wildlife Justice Commission and SERNIC is ongoing.

Vietnam lies at the other end of the supply chain to Mozambique. In June 2019, acting upon the intelligence we provided, the Vietnamese Environmental Police seized 207 kg of ivory in Hanoi and arrested two suspects. A follow-up investigation was conducted to identify the key members of the criminal network involved, demonstrating the increasing proactive efforts that the Vietnamese law enforcement authorities are making to tackle wildlife crime. Our teams continued collaborating and providing intelligence to the law enforcement authorities on this case. In October 2019, the Vietnamese authorities arrested one of Vietnam’s most most prolific wildlife traffickers, who was also connected to the network dismantled in June. This crucial arrest has disrupted the activities of several wildlife trafficking networks in Vietnam.
In addition to partnering with law enforcement agencies in Vietnam, a new three-year partnership with the World Wildlife Fund was also begun last year, supporting the law enforcement aspects of WWF’s High Impact Initiative to Close Asia’s Ivory Markets. Several key findings concerning illegal ivory trade in Southeast Asia have already been established, including:

- Cambodia’s increasing role in the illegal supply of ivory, with displacement of the open illegal ivory trade from Lao PDR to Cambodia.
- Intelligence indicates that the open ivory trade in Lao PDR has gone underground.
- The prevalence of Chinese nationals involved in the supply of illegal ivory and sustained low-level smuggling of ivory from Southeast Asian countries over the border into China.
- Increase in volume of African ivory being smuggled into Asia destined for Vietnam.
- Sustained decline in the value of raw ivory in Asia and the increase in smuggling of African ivory in combination with pangolin scales.

The investigation findings also formed part of the Ivory Snapshot Analysis, published in 2019, containing detailed analysis of large-scale ivory seizures (>500 kg) from 2015 and 2019. The report provided important insights into the ivory supply chain, which can help focus law enforcement resources. Some of the analysis was also featured in the first edition of the Global Initiative against Transnational Organised Crime’s Risk Bulletin for Eastern and Southern Africa in November 2019.

Unravelling the illegal exotic pet trade

In Indonesia, we provided intelligence to the Indonesian National Police, relating to a suspect identified as playing a key facilitating role in the illegal trade of orangutans from Indonesia. Acting upon our intelligence, the police arrested the suspect, a repeat offender who was previously convicted and served a prison sentence for attempting to traffic orangutans. Based on additional intelligence we provided, the Indonesian Police continued to investigate the suspect’s network. By March 2019, the case had resulted in the arrest of 12 suspects and the seizure of 205 live animals including primates, big cats, birds and reptiles, as well as 78 animal parts including ivory and helmeted hornbill casques. This case is important as it illustrates the extent of the criminal network that was originally thought to be only trafficking orangutans. The results also demonstrate the commitment of the Indonesian authorities to take fast, decisive action based on our intelligence, and to continue to conduct follow-up investigations beyond the initial arrest.


Our work facilitated law enforcement operations in which over 800 freshwater turtles and tortoises, including the vulnerable and highly trafficked Indian star, were seized and rescued from the illegal live pet trade in Southeast Asia.
Focus on big cats

It is estimated that there are only 2,000 jaguars left in the wild yet poaching in Bolivia, Suriname and Peru has been dramatically increasing since 2013.

It is an area of wildlife crime that is not well understood and even less well by law enforcement authorities. In 2019, we launched Operation Bagheera in Bolivia, to bridge the knowledge gap and better understand the supply chain and drivers of jaguar trade.

Based on the intelligence collected, it appears that the Asian community based in Bolivia is linked to the illegal jaguar trade and that jaguar parts are being shipped to Vietnam. One of the key outcomes of the investigation was the identification of the trade in jaguar bone paste, which local law enforcement authorities were not aware of. Previously, the focus had centred on the trade of jaguar canines. We presented the findings at the International Jaguar Workshop hosted by the government of Bolivia in July 2019, which was attended by law enforcement agencies from Bolivia, Colombia, Peru and Suriname, as well as intergovernmental organisations and non-governmental organisations.

Bridging the Capacity Gap

There are many reasons why wildlife trafficking is not effectively tackled at source - either in the originating or destination countries. Corruption is a key driver, as well as the lack of political will to treat it as a significant transnational crime. In many countries, inadequate technical and human resources and capacity is also a major factor. Without the skills and training the other barriers to action cannot be overcome.

To help bridge this gap, in 2019 we invested not only in our own people and investigations, but also increased the emphasis on sharing our knowledge and expertise with enforcement agencies in Asia and Africa.

The focus of the training in Thailand and South Africa was on intelligence gathering - better use of tools and targeted analysis of data and information. Increasingly, traffickers are using online platforms to promote, take orders and sell wildlife animals and parts. Online data mining and analysis can provide significant, actionable intelligence and our teams worked closely with the Yieow Dong Task Force - a multi-disciplinary team created to tackle wildlife crime in Thailand - to increase their knowledge and capacity in this area.

In South Africa, our teams ran training programmes for the South African Police Service (SAPS) and South Africa National Parks, to expand their intelligence analysis knowledge and expertise.

The Wildlife Justice Commission’s intelligence team is recognised as a highly skilled and experienced unit and we will continue to share that expertise with partners in law enforcement. Our analysts are identifying more and deeper links between African and Asian countries at both source, transit, and destination for many of the most vulnerable trafficked species. By increasing intelligence capacity in both regions, we hope to not only bridge the intelligence gap, but also tighten the net on wildlife traffickers. This vital work will continue to be expanded in 2020.
Building Partnerships for Action

Building stronger partnerships with law enforcement agencies, policymakers, intergovernmental organisations and non-governmental organisations has been a central pillar of the Wildlife Justice Commission’s work since its inception. Creating a productive relationship that can provide long-term, sustainable solutions to the global threats of wildlife trafficking is slow, deliberate work. In 2019, we saw that work paying off across a range of different countries and initiatives.

In China, the Anti-Smuggling Bureau of the General Administration of China Customs accepted a case file from the Wildlife Justice Commission, which was then also requested by the Anti-Money Laundering Bureau of the People’s Bank of China.

Our financial intelligence was also used to great effect in Australia, where the accuracy of our street value price data was used as reliable expert testimony in a reptile trafficking case. The pricing clearly showed the seriousness of the crime and the trafficker was sentenced to six months jail time.

In addition to law enforcement, our partners are increasingly using our intelligence for advocacy and policy development.

The United Nations Office on Drugs and Crime (UNODC) published our ivory and rhino horn price data in its influential World Wildlife Crime report as well as a case study for use in a financial crime report. The Financial Action Task Force (FATF) - a global money laundering watchdog set up by the G7 nations and now with more than 200 countries committed to adopting its recommendations - is using our financial data and analysis to develop a good practice guide on conducting financial investigation related to wildlife crime.

In July 2019, the Wildlife Justice Commission was also granted special consultative status by the United Nations Economic and Social Council (ECOSOC). ECOSOC is the United Nations’ principal body for coordination, policy review, dialogue and recommendations on economic, social and environmental issues. Our consultative status will enable us to have a greater impact on international policy making.

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In March 2019, we hosted a major event at the United Nations headquarters in New York to mark World Wildlife Day. The event, Building anti-corruption measures into Illegal Wildlife Trade interventions, moderated by Her Royal Highness (HRH) Princess Laurentien of the Netherlands, brought together a panel of experts to discuss concrete anti-corruption measures to deter wildlife crime.

Leveraging anti-corruption and anti-money laundering tools

Corruption enables wildlife trafficking along the supply chain at source, in transit and through to destination countries, and financial investigations can play a critical role in going after those who are organising and profiting most from the illegal trade. In 2019, promoting the use of anti-corruption and anti-money laundering legislation and tools to counter wildlife crime became an important focus of our work.

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United for Wildlife Financial Taskforce member Standard Chartered Bank also invited our Executive Director Olivia Swaak-Goldman, to take part in the international finance company’s corporate social responsibility initiative to protect wildlife.

As a member of the Taskforce, the bank contributes to investigations to expose the beneficiaries of wildlife crime through analysis of financial intelligence and data.

Engagement and participation in events

Wildlife trafficking is a global threat and a transnational crime. In 2019, in addition to taking part in political and policy forums, our teams presented the compelling story of the need for action on wildlife trafficking at public events across continents.

Ranging from conservation-related events, such as the Conservation Lab Conference in Stellenbosch, South Africa, to justice and rule of law events, such as the World Justice Forum held in the Hague, Netherlands and law enforcement events, such as the United Kingdom’s National Analysts Conference hosted by law enforcement training institute The Investigator, our team presented intelligence analysis and solutions, showcased their expertise, shared resources and increased the knowledge and understanding of the organisation’s effectiveness in combating wildlife crime.

A series of terrorist attacks that hit Sri Lanka in April forced the postponement of the Convention on International Trade in Endangered Species Conference of the Parties (CITES CoP), scheduled to be held in May in Colombo. We were unable to fully attend the re-scheduled, relocated sessions in Geneva, but were able to be present at the two-day Wildlife Enforcement Network (WEN) meeting held during the CoP, as well as update and engage with other key attendees, such as intergovernmental entities and non-governmental organisations.

Later in the year, we were also invited to attend the First Americas Regional Conference on the Illegal Trade in Wildlife held in Lima, Peru, participating in a key panel discussion organised by UNODC on ‘How corruption and economic crimes facilitate wildlife crime’. The discussion highlighted the role of corruption as an enabler of wildlife crime and the need to tackle wildlife trafficking as a serious organised crime.

The following month in China, our teams participated in the International Seminar on Judicial Protection of Biodiversity. The meeting in Kunming emphasised the severity of transboundary wildlife crime, during the discussions on further alignment of environmental legislation in China to tackle environmental crime.

Her Royal Highness (HRH) Princess Laurentien of the Netherlands addresses the audience during the event on anti-corruption measures to tackle wildlife crime that we organised on 4 March 2019 at the UN Headquarters in New York.

Olivia Swaak-Goldman at the panel discussion organised by UNODC on corruption and wildlife crime during the First Americas Regional Conference on the Illegal Trade in Wildlife. Lima (Peru), October 2019.

As a relatively young organisation, we are pleased that our finances remained healthy in 2019. We increased the capacity of our Intelligence Development Unit, expanded our investigations into new regions, enhanced our visibility and extended our reach into new supporter markets, while at the time maintaining the stability of our income and ensuring all our expenditure was well managed and accounted for.

### Our finances

**Where our money comes from**

- Income from foundations: 55%
- Income from lotteries: 44%
- Government grants: 1%
- Income from individual donors: <1%

**How we have spent the money**

- Mission: 79%
- Management and Administration: 14%
- Fundraising: 7%

### A. Balance sheet as of 31 December 2019

<table>
<thead>
<tr>
<th>Ref.</th>
<th>31-12-2019</th>
<th>31-12-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Non-current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1. - Automation and furniture</td>
<td>15,668</td>
<td>28,839</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. - Receivables</td>
<td>687,993</td>
<td>577,977</td>
</tr>
<tr>
<td>3. - Cash and cash equivalents</td>
<td>1,250,900</td>
<td>2,221,489</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>1,948,893</td>
<td>2,799,466</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>1,964,561</td>
<td>2,828,305</td>
</tr>
</tbody>
</table>

| **Liabilities** | | |
| **Reserves and funds** | | |
| **Reserves** | | |
| 4. - Continuity reserve | 725,691 | 540,649 |
| 5. - Designated reserve | 582,038 | 350,000 |
| **Total reserves** | 1,307,729 | 890,649 |
| **Funds** | | |
| 6. - Designated funds | 98,974 | 112,575 |
| **Total funds** | 98,974 | 112,575 |
| **Total reserves and funds** | 1,406,703 | 1,003,224 |
| 7. Reporting obligations | 426,374 | 1,679,033 |
| 8. Short term accruals | 131,484 | 146,048 |
| **Total liabilities** | 1,964,561 | 2,828,305 |
# B. Income statement 2019

## Income

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Income</th>
<th>Actual 2019</th>
<th>Budget 2019</th>
<th>Actual 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.</td>
<td>- Income from individual donors</td>
<td>€9,918</td>
<td>€0</td>
<td>€45,242</td>
</tr>
<tr>
<td>10.</td>
<td>- Income from lotteries</td>
<td>€1,446,012</td>
<td>€1,033,000</td>
<td>€1,360,211</td>
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<tr>
<td>11.</td>
<td>- Income from other non-profit organisations</td>
<td>€1,796,550</td>
<td>€2,439,000</td>
<td>€2,123,724</td>
</tr>
<tr>
<td>12.</td>
<td>- Government grants</td>
<td>€46,431</td>
<td>€74,000</td>
<td>€0</td>
</tr>
<tr>
<td>13.</td>
<td>- Other income</td>
<td>€1,122</td>
<td>€0</td>
<td>€454</td>
</tr>
<tr>
<td></td>
<td>TOTAL INCOME</td>
<td>€3,300,033</td>
<td>€3,546,000</td>
<td>€3,529,631</td>
</tr>
</tbody>
</table>

## Expenditure

**Charitable activities**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Expenditure</th>
<th>Actual 2019</th>
<th>Budget 2019</th>
<th>Actual 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>14.</td>
<td>- Investigations</td>
<td>€1,784,841</td>
<td>€1,790,263</td>
<td>€1,908,181</td>
</tr>
<tr>
<td>15.</td>
<td>- Case File/Investigation Reports</td>
<td>€0</td>
<td>€28,785</td>
<td>€98</td>
</tr>
<tr>
<td>16.</td>
<td>- Joint Operations</td>
<td>€10,586</td>
<td>€160,678</td>
<td>€1,362</td>
</tr>
<tr>
<td>17.</td>
<td>- Strategic Partnerships</td>
<td>€280,440</td>
<td>€428,965</td>
<td>€287,033</td>
</tr>
<tr>
<td>18.</td>
<td>- Public Hearing</td>
<td>€0</td>
<td>€169,810</td>
<td>€1,427</td>
</tr>
<tr>
<td>19.</td>
<td>- Planning, Monitoring &amp; Evaluation</td>
<td>€41,826</td>
<td>€127,500</td>
<td>€41,751</td>
</tr>
<tr>
<td>20.</td>
<td>- Communications</td>
<td>€172,738</td>
<td>€200,112</td>
<td>€176,269</td>
</tr>
<tr>
<td></td>
<td>TOTAL CHARITABLE ACTIVITIES</td>
<td>€2,290,431</td>
<td>€2,906,113</td>
<td>€2,416,121</td>
</tr>
</tbody>
</table>

**Fundraising**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Expenditure</th>
<th>Actual 2019</th>
<th>Budget 2019</th>
<th>Actual 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.</td>
<td>- Costs of fundraising</td>
<td>€211,954</td>
<td>€155,171</td>
<td>€118,874</td>
</tr>
</tbody>
</table>

**Management & administration**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Expenditure</th>
<th>Actual 2019</th>
<th>Budget 2019</th>
<th>Actual 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>22.</td>
<td>- Management &amp; administration costs</td>
<td>€387,749</td>
<td>€448,715</td>
<td>€357,227</td>
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<tr>
<td></td>
<td>TOTAL EXPENDITURE</td>
<td>€2,890,134</td>
<td>€3,510,000</td>
<td>€2,892,222</td>
</tr>
</tbody>
</table>

## Balance before financial income and expenditure

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Expenditure</th>
<th>Actual 2019</th>
<th>Budget 2019</th>
<th>Actual 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>23.</td>
<td>- Financial income and expenditure</td>
<td>€409,899</td>
<td>€36,000</td>
<td>€637,409</td>
</tr>
<tr>
<td></td>
<td>BALANCE INCOME AND EXPENDITURE</td>
<td>€403,479</td>
<td>€36,000</td>
<td>€630,784</td>
</tr>
</tbody>
</table>

## Allocation balance of income and expenditure

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Allocation balance</th>
<th>Actual 2019</th>
<th>Budget 2019</th>
<th>Actual 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Continuity reserve</td>
<td>€185,042</td>
<td>€0</td>
<td>€168,209</td>
<td></td>
</tr>
<tr>
<td>- Designated reserve</td>
<td>€232,038</td>
<td>€36,000</td>
<td>€350,000</td>
<td></td>
</tr>
<tr>
<td>- Designated funds</td>
<td>€-13,601</td>
<td>€0</td>
<td>€112,575</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL INCOME AND EXPENDITURE**

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Actual 2019</th>
<th>Budget 2019</th>
<th>Actual 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€403,479</td>
<td>€36,000</td>
<td>€630,784</td>
</tr>
</tbody>
</table>

## Key figures

- **Costs of fundraising divided by total income**: 6% (2019), 4% (2018), 3% (2017)
- **Share in expenditure**
  - Charitable activities: 80% (2019), 83% (2018), 84% (2017)
  - Fundraising costs: 7% (2019), 4% (2018), 4% (2017)
  - Management & administration costs: 13% (2019), 13% (2018), 12% (2017)

**TOTAL**: 100% (2019), 100% (2018), 100% (2017)

## Income received from Lotteries

- **Nationale Postcode Loterij** (one off multi-year grant)*
  | Actual 2019 | €802,403 |

- **Nationale Postcode Loterij** (permanent beneficiary)**
  | Actual 2019 | €500,000 |

- **Svenska Postkod Stiftelsen**
  | Actual 2019 | €143,609 |

**TOTAL INCOME FROM LOTTERIES**: €1,446,012

*One off 3-year grant received in 2017 valuing 2.5 Million
**Permanent beneficiary 5-year grant received in 2019 valuing 2.5 Million
Our bold supporters

The work of the Wildlife Justice Commission is funded by grants from lotteries, foundations, government institutions, non-profit organisations and individuals. We are always conscious that there are very many varied, but crucially important causes that rely on such grants and we remain grateful that our funding partners continue to support us, enabling our work and organisation to grow and succeed, year on year.

This year we would like in particular to acknowledge the critical ongoing support from the Nationale Postcode Loterij (NPL) of the Netherlands. They have supported the Wildlife Justice Commission every year since its inception and in 2019, committed to a €500,000 annual grant for the next five years that we believe is a game-changer for our work.

In 2019, the following donors renewed their commitments with the Wildlife Justice Commission: Nationale Postcode Loterij, the Svenska Postkod Stiftelsen, the Oak Foundation, Adessium Foundation, Brook Foundation, National Geographic Society, Dux International, Elephant Crisis Fund, World Wildlife Fund, Fondation Segré, Turing Foundation and a few major donors who wish to remain anonymous. We also welcomed several new partnerships with private grant makers and foundations, including the Prince Bernhard Nature Fund, the Wildlife Conservation Network for a grant made via the Pangolin Crisis Fund, and another donor who wishes to remain anonymous.

We also thank donors who provide support via in-kind donations and pro-bono collaborations. We are particularly indebted to the Dutch law firm Stibbe for their ongoing and timely support and advice, and to Arnold & Porter (United States) and Clifford Chance (United Kingdom).

Leveraging support in the United States

Created in 2017, we were delighted to formally launch Friends of Wildlife Justice Commission (FoWJC) in the United States in 2019.

Given the transnational nature of wildlife crime and the need for international collaboration, intelligence sharing and action, it was fitting that FoWJC was active twice in New York, firstly on World Wildlife Day on 4 March at the United Nations Headquarters and again later on in September. We look forward to working with partners and donors in the United States in the coming years.

We also thank Emanuel J. Friedman Philanthropies, the Christopher Reynolds Foundation and the Whitehead Foundation and several donors who wish to remain anonymous for their support to our work via Friends of Wildlife Justice Commission.

While lotteries and foundations provide the majority of the Wildlife Justice Commission’s income, in 2019 we also enabled more individuals to show their support for our work. Donating through our website got even easier, both for international supporters of the Wildlife Justice Commission and for those of Friends of Wildlife Justice Commission. In the United States, donors can also pledge through Amazon Smile and donations through our Facebook page are also giving new opportunities for supporters to help our work.

There were plenty of smiles in the Hague in April, when the natural cosmetics company Lush organised a fundraising and promotions weekend, with proceeds from sales of their Charity Pot donated to the Wildlife Justice Commission.
Interview with Margriet Schreuders
Head of the Charity Department at the Nationale Postcode Loterij

The Nationale Postcode Loterij provides long-term core support to organisations worldwide working in the areas of poverty alleviation, human rights, nature conservation, the environment as well as social social cohesion in the Netherlands. With 3 million participants and a total of 4.2 million tickets in 2019, the Postcode Loterij gave more than 376.6 million euros to more than 123 charities.

Margriet Schreuders is Head of the Charity Department at the Nationale Postcode Loterij. We talked with her about the Loterij’s vision and commitment to support charities and about their long-term partnership with the Wildlife Justice Commission.

What are the origins and vision of the Nationale Postcode Loterij?

Our vision is that we believe that the world is better off with strong social organisations, that there can be no change without them. Therefore, our mission is to raise funds for social organisations worldwide, increase awareness of their work, and promote new initiatives. We are doing this by operating charity lotteries to raise funds for social organisations and good causes.

What is the Nationale Postcode Loterij’s criteria to select beneficiaries?

Agreements for three or five years have been concluded with more than 100 organisations that the Loterij currently supports. Depending on the size of the extra proceeds, our Supervisory Board allocates new charity organisations to the list of permanent beneficiaries or decides to make one-off donations. The number of organisations that approach us for support is large. Given the ever-increasing choices on who to fund, it is essential that we know our criteria and preferred qualities for funding.

The organisations that we support are active in the sectors of human rights, nature conservation, climate and environment, or social cohesion in the Netherlands. The Nationale Postcode Loterij preferably supports initiatives that have originated from civil society.

Why does the Nationale Postcode Loterij support the work of the Wildlife Justice Commission fighting transnational organised wildlife crime?

The Nationale Postcode Loterij contributed to the set-up of the Wildlife Justice Commission with a Dream Fund granted in 2014 to the World Wildlife Fund and Peace Parks, which they used to establish the Wildlife Justice Commission as an independent entity with the mission to fight transnational wildlife crime.

The work of the Wildlife Justice Commission fits in our pillar of supporting organisations that protect nature and environment, and its work is also part of what we tend to call ‘fund-ising justice’. This is an important focus for the Nationale Postcode Loterij to support organisations that end impunity and seed justice.

What are in your view, the benefits of providing long-term and strategic funding support to non-profits?

We have always wanted to be a reliable partner to the organisations we support. A partner that commits to long-term agreements so they, in turn, can finance long-term projects, take calculated risks and be entrepreneurial. The organisations we choose know how to best deploy the funds we provide and accordingly, may use the funding as they see fit.

What are your views on how organisations can best deploy the funds so they can contribute to long-term and strategic funding support to non-profits?

We also like to inspire our colleagues and Loterij participants with stories of our beneficiaries. The Postcode Loterij has many communication channels through which we like to share the work of our beneficiaries and help them to raise public awareness for our common goals.

“We have a special interest in organisations that have a specific focus on impact, innovation and an entrepreneurial way of working.”

Wildlife Justice Commission staff celebrates the donation of EUR 500,000 made by the Nationale Postcode Loterij (© Ray Beusker).
The team at the Wildlife Justice Commission

Without our donors, we could not extend our reach as far as we have in 2019. But without the depth of expert knowledge and the phenomenal range of skills of all of our staff, our work would not have had the impact it has.

The Wildlife Justice Commission is leading the way in diversity and gender parity – with an equal number of women and men in senior roles, as well as a wide range of nationalities and cultures throughout the organisation.

The nature of our work to expose wildlife criminals carries inherent risks which we take very seriously. The safety of our staff and the integrity of our work is paramount, and we have developed policies, systems and procedures of the highest standards to ensure both are protected. Our Code of Conduct and Whistleblower Policy are both reviewed and confirmed annually, as is our Risk Policy.

The Wildlife Justice Commission also continues to be supported by a highly qualified and knowledgeable governance board, as well as receiving additional advice from ancillary bodies, with renowned experts in their fields.

Women are and have always been at the forefront of the fight against wildlife trafficking – as crime investigators, intelligence analysts, lawyers, communicators. On International Women’s Day 2019, women from the Wildlife Justice Commission talked about their mission to stop wildlife trafficking.

SUPERVISORY BOARD: The Supervisory Board comprises experts from across the globe who provide both strategic guidance and supervision to the Executive Board. Members of the Supervisory Board receive no remuneration for the work they perform for the organisation.

INDEPENDENT REVIEW PANEL: The Independent Review Panel plays a critical role in conducting an objective examination and evaluation of the Wildlife Justice Commission’s Case Files. Panel members are carefully selected based on their independence, and their appointment is approved by the Supervisory Board.

WJC COUNCIL: Members of the Wildlife Justice Commission Council are renowned experts from around the world who have agreed to donate their vast experience to furthering the activities of the organisation. They are appointed by the Executive Board, after consultation with the Supervisory Board.

Details of all our Board, Council and Independent Review Panel members and the governance structure can be found on our website.

Podcast

"..."
We can do this: together!

Your support makes a difference.

It has helped us build the largest intelligence team of its kind in the world; is keeping our undercover investigators in the field; our analysts delivering comprehensive assessments and our partnership team developing vital relationships with specialist agencies and governments in order to build long term solutions.

Watch the highlights of 2019 to see how your support helped us to achieve so many wins!

Our wildlife is in danger every day, and each day your support helps us act to save endangered species from the criminal networks that bring them to extinction and put public health and global security at risk.

Share our stories online. Donate what you can. Tell your friends you are a Wildlife Justice advocate. We can do this: together.

Join us.
Law enforcement and legal experts fighting transnational organised wildlife crime.