

# EVALUATION BRIEFS

## FINAL INDEPENDENT PROJECT EVALUATION

# Law Enforcement and Demand Management of Wildlife in Asia Project (GLOZ31)

**Region:** Asia.

**Duration:** May 2016 to April 2021.

**Donor:** European Commission (EC).

**Budget:** EUR 5,000,000

**Implementing Partners:** IUCN, and TRAFFIC

**Evaluation team:** Mr. Peter Allan and Mr. Robert Mather.

**Full report:**

[https://www.unodc.org/unodc/en/evaluation/reports\\_year\\_2021.html](https://www.unodc.org/unodc/en/evaluation/reports_year_2021.html)

## BACKGROUND AND CONTEXT

In 2014 the United Nations Office on Drugs and Crime (UNODC) established a Global Programme (GP) for Combating Wildlife and Forest Crime GLOZ31. In 2016 the GP, along with Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) under its Monitoring the Illegal Killing of Elephants (MIKE) Programme, joined forces to address: 1. demand for African wildlife in Asia, and; 2. law enforcement gaps in Asia in tackling wildlife trafficking.

The overall aim of the Project has been to address the problem of international trade and demand for key African wildlife species in Asia, in particular African elephants, rhinos, and pangolins, as well as targeting efforts to reduce the illegal killing of key Asian wildlife species impacted by international trade, such as the Asian elephants, rhinos, and tigers.

## MAIN FINDINGS

The Project was relevant at its inception and remains relevant today. From a law enforcement perspective, it was well designed if a little over-ambitious looking to cover 14 countries. In terms of overall design, however, there was no clarity on how the three pillars of 'law enforcement', 'monitoring illegal killing of Asian elephants' (MIKE) and 'demand management / reduction' were going to operate together. Despite initial delays, subsequent implementation of all result areas was done in an efficient manner, and the activities and outputs delivered were good value for the EUR 5m budget available. Under the law enforcement result areas, the Project delivered its planned activities which broadly resulted in achieving the specified objectives. Under the demand management result areas, objectives were substantially reached although the direct contribution of the Project was difficult to assess given the contribution of other actors in the arena. The Project struggled to make headway on human rights (HR) and gender equality (GE) issues. Overall, the Project managed to leverage their relationships with various other stakeholders and actors in the field well, reaching co-funding agreements for various activities and thereby bringing as much value for money as possible under the Project's umbrella.



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## LESSONS LEARNED

**Allowances for Project complexity should be reflected in the project start-up timeline:** There are advantages to having as few contracts signed as possible. The Project should have a starting date after all the sub-contracts with key partners are signed. **Designing a complex project requires sufficient time and a well-coordinated design process:** Closer discussions and joint write-shops involving UNODC project management, CITES, IUCN and TRAFFIC would have produced a better design allowing linkages, complementarities, and synergies to be better explored and developed. **Deeper country context assessment:** It is important to design and implement a project in a way that is appropriate to the context of each country. It is important to consider different levels of capacity in each country and find ways to make a project interesting or appealing to the recipient government agencies, and to help to address their real needs.

**COVID-19:** It should be noted that most Project activities across the lifetime of the Project had been completed before the impact of Covid-19 hit the region. However, it did have some impact upon capacity building activities, necessitating that some trainings went on-line, and some were cancelled. Whilst beneficiaries were grateful that the Project was flexible and nimble enough to react to the new situation, it was recognised that on-line activities were not as effective as face-to-face learning.

## GOOD PRACTICES

**Deploying technical solutions** such as the use of smart phone apps, on-line learning, early warning systems and drones. The use of **field-based Project staff** leveraging their skills and knowledge of the local environment to help ensure the Project remained effective and relevant. This also helped with the **development of trust** between Project staff and key stakeholders, especially when dealing with sensitive issues.

## METHODOLOGY

This evaluation followed a mixed-methods as well as gender-responsive evaluation methodology, in line with United Nations Evaluation Group (UNEG) and UNODC norms and standards, guidelines, and requirements. A preliminary desk review was undertaken, and an Inception Report created to identify information gaps and design data collection instruments to fill those gaps. Face-to-face and telephone interviews were conducted utilising local evaluators based in Lao PDR, Thailand, and Vietnam allowing for a more in-depth examination and comparison of those countries. A Most Significant Change (MSC) narration was completed.

## RECOMMENDATIONS

- 1. Project Design:** To be centred on the Theory of Change, clearly establishing how law enforcement and demand management / reduction can be integrated to achieve a common objective.
- 2. Capacity Building – Theory of Change:** Address law enforcement capacity building through a step-by-step process. i) Awareness raising with key stakeholders. ii) Multi-agency, multi-national, meetings and workshops to develop skills and knowledge to tackle the issues. iii) Provision of specialised training, mentors, and advisory services.
- 3. Capacity Building – Training:** i) Greater attention to multi-agency training with specific attention on investigator / prosecutor joint trainings. ii) Greater involvement of local trainers and experts looking to build a reserve of national knowledge that can be drawn upon when the Project ends. iii) Greater focus on developing appropriate training modules for inclusion within the relevant Police and Customs academy's basic training courses. iv) Greater participant outreach through running more geographically remote courses. v) Greater evaluation of which training activities achieve the best impact.
- 4. Criminal Justice Chain:** Recognise the complexity of bringing successful prosecutions and ensure their support covers the entire criminal justice chain from 'crime scene to court'.



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