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Independent Evaluation Section



FINAL INDEPENDENT PROJECT EVALUATION

LAW ENFORCEMENT AND DEMAND MANAGEMENT OF WILDLIFE IN ASIA PROJECT

Implemented under the UNODC Global
Programme for Combating Wildlife and
Forest Crime

GLOZ31

August 2021



This independent evaluation report was prepared by an evaluation team consisting of Mr. Peter Allan, external independent lead evaluator, Dr. Robert Mather, external independent evaluator, Mr. Nguyen Manh Ha (Vietnam) and Ms. Soukanlaya Rattavong (Lao PDR) both national consultants. The Independent Evaluation Section (IES) of the United Nations Office on Drugs and Crime (UNODC) provides normative tools, guidelines, and templates to be used in the evaluation process of projects.

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ABBREVIATIONS AND ACRONYMS

Abbreviation or Acronym	Full name
AERS	Asian Elephant Range States
AESG	Asian Elephant Specialist Group
ARO	Asia Regional Office (of IUCN)
ASEAN	Association of Southeast Asian Nations
B4L	Biodiversity for life
CBD	Convention on Biological Diversity
CITEC	Centre for the Investigation of Transnational Environmental Crimes
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CLP	Core Learning Partner
CMS	Convention on Migratory Species
CSO	Civil Society Organisation
DENR	Department of Environmental and Natural Resources
EC	European Commission
ECC	Elephant Conservation Centre
EU	European Union
FGD	Focus Group Discussion
GP	Global Programme
GPGC	Global Public Goods and Challenges
HEC	Human-Elephant Conflict
HRGE	Human Rights and Gender Equality
ICCWC	International Consortium on Combating Wildlife Crime
IUCN	International Union for Conservation of Nature

Abbreviation or Acronym	Full name
IES	Independent Evaluation Section
IR	Inception Report
LE	Law Enforcement
LNOB	Leaving No One Behind
MIKE	Monitoring the Illegal Killing of Elephants
MSC	Most Significant Change
ROM	Results Oriented Monitoring
ROSEAP	Regional Office for South East Asia and the Pacific
SDG	Sustainable Development Goal
SLU	Sustainable Livelihoods Unit
SMART	Spatial Monitoring and Reporting Tool
SOMTC	Senior Officials Meetings on Transnational Crime
SSO	Sub-regional Support Officer
TOC	Theory of Change
TOR	Terms of Reference
TRAFFIC	Trade Records Analysis of Flora and Fauna
UN	United Nations
UNEG	United Nations Evaluation Group
UNODC	United Nations Office on Drugs and Crime
WCS	Wildlife Conservation Society
WIRE	Wildlife Inter-Regional Enforcement
WWF	World Wildlife Fund/Worldwide Fund for Nature
WLFC	Wildlife and Forest Crime
ZSL	Zoological Society of London

MANAGEMENT RESPONSE

Recommendation ¹	Management Response ²
<p><i>All recommendations are addressed at Project Management at UNODC Sustainable Livelihoods Unit (SLU) in relation to any future similar project.</i></p> <p>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.</p>	<p>Partially accepted</p> <p><i>Although the recommendation has some merit, the role/mandate of UNODC in the field of demand management is very limited and currently there are no projects focusing on “demand reduction”. Even in this project, the demand management component was quite outside of the UNODC result areas. This area is not central to the work of UNODC, which is rather focused on the criminal justice response.</i></p>
<p>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.</p>	<p>Accepted</p>
<p>3: Capacity Building – Training: Include the following aspects of 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.</p>	<p>Partially accepted</p> <p><i>All good points that need additional resources from donors to be implemented. However, the project is currently not undergoing a Phase 2, due to lack of voluntary resources, therefore it is difficult to implement these recommendations. Some of them (ii-iv) can only be implemented through longer-term initiatives that go beyond the 1–3-year framework of most grants.</i></p>

¹ This is just a short synopsis of the recommendation, please refer to the respective chapter in the main body of the report for the full recommendation.

² Accepted/partially accepted or rejected for each recommendation. For any recommendation that is partially accepted or rejected, a short justification is to be added.

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'.

Accepted

This recommendation is also caveated by the fact that this project has already piloted such approach and has provided 'proof of concept' for future projects.

INTRODUCTION

In 2014 the United Nations Office on Drugs and Crime (UNODC) established a Global Programme (GP) for Combating Wildlife and Forest Crime GLOZ31 (hereafter 'the GP') which serves to deliver a range of technical assistance activities, within several thematic areas, towards achieving the key project objective of strengthening capacity to prevent and combat Wildlife and Forest Crime (WLFC) on a regional, national, and local basis.

PROJECT DESCRIPTION AND OBJECTIVES

In 2015, UNODC under its 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.

A Project was developed entitled "Law Enforcement and Demand Management of Wildlife in Asia" (hereafter known as 'the Project') which was approved by the European Commission (EC) as the donor with funding of EUR 5,000,000. UNODC signed the indirect management contract with the European Union (EU), where CITES, through its MIKE Programme, became the Implementing Partner for specific outcomes. The Project was run by UNODC Sustainable Livelihoods Unit (SLU), Vienna, with support by UNODC Regional Office in Southeast Asia and the Pacific (ROSEAP). The Project was initially approved for 48 months implementation starting in May 2016, followed by three amendments extending it until April 2021.

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.

PURPOSE, SCOPE AND METHODOLOGY OF EVALUATION

The evaluation was conducted between January and April 2021, and its geographic scope was Cambodia, China, Lao PDR, Nepal, Thailand, and Vietnam. The evaluation engaged with the Project Management Team, Core learning Partners (CLPs), Beneficiaries, and other relevant actors throughout the process. It was formative in nature and sought to derive recommendations, best practices and lessons learned, identify areas of improvement, get feedback and record achievements reached during project implementation. UNODC and EC will analyse the conclusions and recommendations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions for a new programme, subject to funding availability.

Thus, the evaluation provided findings to help:

- Promote reflection and learning by key stakeholders as to what has worked well and what can be improved in future similar projects or programmes, including for policy revision purposes;
- Help identify issues which must be addressed in future similar projects in order to more effectively support output and outcome achievement, including promotion of key cross-cutting themes;
- Enhance accountability and provide feedback to the Project.

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, with adequate triangulation and counterfactuals to arrive at credible, reliable, and unbiased findings. A preliminary desk review was undertaken, and an Inception Report (IR) identified information gaps and designed data collection instruments (see Annex II) to fill those gaps. Face-to-face and telephone interviews were conducted utilising local evaluators based in Lao PDR, Nepal, Thailand, and Vietnam allowing for a more

in-depth examination and comparison of those countries. A Most Significant Change (MSC) narration was completed to assist in the assessment of impact.

EVALUATION TEAM

The evaluation team consisted of: Mr. Peter Allan, Director of Allan Consultancy Ltd., an external independent lead evaluator with expertise in WLFC project and programme evaluations within the criminal justice sector; and Dr. Robert Mather, an external independent expert in wildlife conservation and protected areas management in Southeast Asia, National consultants Mr. Nguyen Manh Ha (Vietnam) and Ms. Soukanlaya Rattanavong (Lao PDR) facilitated and contributed to in-country interviews. The process was backstopped, and quality assured by UNODC's Independent Evaluation Section (IES).

MAIN FINDINGS

Relevance

The Project was relevant at its inception and from a law enforcement (result area 1, 2, and 3) perspective was well designed if a little over-ambitious looking to cover 14 countries with a limited budget. Result areas 4 and 5 on monitoring illegal killing of elephants and other endangered species, as well as demand management / reduction were also relevant. In terms of overall design however there was no clarity on how the three pillars of 'law enforcement', 'monitoring illegal killing of Asian elephants' and 'demand management / reduction' were going to operate together. In practice they never did, and the Project effectively became two (if not three) – almost independent – Projects. The law enforcement focus of the Project, together with demand reduction, remains broadly relevant, however CITES-MIKE in its present form is not as relevant in Asia as it is in Africa and is not perceived as providing enough long-term support to help range States to address the main threats to elephants in Asia, or the main challenges in elephant management.

Coherence

Although roles and responsibilities were clearly defined, the Project arrangements were too complex and this, coupled with an uneven start to Project implementation between the implementing partners, led to little interaction and limited communication between the component parts. All implementing partners looked to develop collaboration with other relevant partners and whilst this was viewed as broadly effective under result areas 1, 2, and 3, there was room for improvement under results 4 and 5.

Efficiency

Despite initial delays with the CITES-MIKE start-up, subsequent implementation of all result areas 1 to 5 inclusive was done in a reasonably efficient manner, and the activities and outputs delivered were good value for the EUR 5m budget available. The Project leveraged joint activities e.g. awareness raising seminars and training workshops with joint cost-sharing e.g. with USAID where possible and altered its scope to improve efficiency during the life of the Project. Increased efficiencies could have been obtained through greater efforts in identifying where overlaps existed between Project activities and other similar capacity building activities in the region.

Effectiveness

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 training went on-line, and some other activities, such as further training on elephant ecology and human-elephant conflict 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.

Under result areas 1, 2, and 3 the Project delivered its planned activities which broadly resulted in achieving the specified objectives. The effectiveness of the approach relied upon providing the opportunity for the development of national and regional networks supported by the Project's advisory services. IUCN was successful in delivering planned activities and outputs under result area 4, but these were sufficient only partially to achieve the results – MIKE sites are now regularly providing reliable information on illegal trade and TRAFFIC was successful in delivering some outputs under result 5, but the extent to which they directly contributed to the result is difficult to assess given the contribution of other actors in the arena.

Impact

The adoption by the Association of Southeast Asian Nations (ASEAN) of wildlife and timber crime as a Senior Officials Meetings on Transnational Crime (SOMTC) priority area, and the fact that Governments are now complying with CITES requirements for MIKE reporting and Stockpile Management Guidelines, are positive impacts from the Project. There is indication that the movement of Project focus from stand-alone training seminars, meetings etc. to a more tailored, advisory, and mentoring approach is working. Investigations into illegal wildlife trade crimes have been supported by the Project and successful prosecutions have been achieved. There is a need for any new, similar project to consider in more detail how the relative impact of Project activities can be measured and followed up.

Sustainability

The Project has contributed to awareness raising in the region(s) and at the policy level there is strong likelihood of a positive legacy being delivered. The networks established by the Project should continue and the evaluation shows that there is a good chance that most of the MIKE sites will continue to provide data, even after the Project ends. Ivory stockpile guidelines will further help direct future action in the appropriate countries. The extent to which operational investigative success across borders will continue without the advisory services and availability of Project staff is less clear although indication has been given that UNODC under its WLFC Global Programme may continue its advisory services subject to funding availability.

Human Rights, Gender Equality, and Leaving No One Behind

The Project did not fully consider human rights, or gender equality from the outset. The rushed and disjointed Project design contributed to this, however there was little redress made during the life of the Project to integrate these aspects. Although it would not have been expected that the Project acknowledged the leaving no one behind (LNOB) concept at its inception, there was opportunity during the Project to recognise and accommodate it.

MAIN CONCLUSIONS

The Project overall was relevant and remains so with many stakeholders disappointed that the Project is coming to an end. Yet the design of the Project was not conducive to collaboration between the different components. There was little interaction and limited direct communication between UNODC, IUCN, and TRAFFIC, with each organisation concentrating on implementing their own activities.

The law enforcement result areas 1, 2, and 3 led and run by SLU, UNODC were generally successful, most activities identified in the initial log-frame were delivered and almost all the indicators reached. There are examples of success at a policy level, most notably the adoption by ASEAN SOMTC of a new priority area focused on wildlife and timber crime. The Project's advisory services were also successful, being built upon the trust engendered between both the Project and the various individuals and agencies that have been party to the Project's capacity building activities. This trust building relies heavily upon the field-based Project staff and their knowledge of the national context and important national actors.

The Project was successful in getting MIKE sites to regularly report but while the MIKE sites now comply with this requirement, they do not feel that there is any benefit coming back to them in return. While some improvements to MIKE have been made, such as the development of an on-line reporting database, only a

few of the countries are using it, and even these countries are not using it in a way that can actually help them (e.g. using the mapping function to visualise temporal and spatial trends in data points).

Human-Elephant Conflict (HEC) is the main challenge at most if not all MIKE sites. The Project did provide some assistance in terms of provision of small amounts of equipment and development of pilot early warning systems in a small number of sites, but this was not substantive enough to address the issue at a significant scale. Stockpile management work was much more challenging than anticipated - even after the Results Oriented Monitoring (ROM) report and the decision to focus on stockpile work in only three countries, TRAFFIC was not able to make any real on the ground/hands-on progress in any of them due to lack of stakeholder commitment.

The Project struggled to make headway on human rights (HR) and gender equality (GE) issues. Although initially recognised as important during the Project planning phase there was no discrete HRGE strategy included in the Project documentation. The speed with which the Project was designed along with the challenges noted in creating a unified Project from disparate areas with different implementing partners led to this omission. The concept of LNOB appeared after the Project had been formalised however, like HRGE it did not feature in any project revisions.

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.

MAIN RECOMMENDATIONS

Based on the above findings and conclusions, four actionable recommendations for UNODC have been formulated for any future, similar project with the two main recommendations presented below. All four are included in the Summary Matrix and the main body of the report. The main body of the report also includes three considerations which fall under the CITES MIKE component of the Project.

RECOMMENDATION 1 – PROJECT DESIGN

Project Management at UNODC Sustainable Livelihoods Unit (SLU): Project design to be centred on the Theory of Change, clearly establishing how law enforcement and demand management / reduction are complementary and how they can be integrated to achieve one common objective. The interests of the donor, roles of the implementors, and the needs of the intended beneficiaries should be clarified and carefully balanced. All elements of the project must be necessary and taken together they must be sufficient to deliver the project objective. If implementation requires both sub-contracts and multiple sub-sub-contracts, then adequate time needs to be allowed in the project schedule for these to happen before implementation starts. More frequent coordination/alignment meetings should be included in the design.

RECOMMENDATION 2 – CAPACITY BUILDING – THEORY OF CHANGE

Project Management at UNODC Sustainable Livelihoods Unit (SLU): Address law enforcement capacity building activity through a step-by-step process. These steps are: 1) Awareness raising with key stakeholders of the negative impact of Wildlife and Forest Crime on their country; 2) Multi-agency, multi-national, meetings and workshops aimed at developing knowledge and skills to tackle WLFC and foster formal and informal networks for information sharing; and 3) Provision of specialised training, embedded mentors, and advisory services targeting the tactical / operational investigatory level including support to prosecutors.

MAIN LESSONS LEARNED AND BEST PRACTICE

Three lessons learned, and three best practices were identified in this evaluation, with the key lesson learned indicated below. All lessons learned, and best practices are presented in the main body of the report. Allowances for Project complexity should be reflected in the project start-up timeline: There are advantages to having as few contracts signed as possible. If a project is set up with numerous contracts it should have a starting date after all sub-contracts with partners are signed, not just when the main contract is signed.

SUMMARY MATRIX OF FINDINGS, EVIDENCE AND RECOMMENDATIONS

Findings	Evidence (sources that substantiate findings)	Recommendations (incl. recipient)
<p>1. The Project design was primarily conceived for administrative efficiency and the rationale behind the merging of law enforcement (LE), MIKE and demand management / reduction objectives into one Project was not clearly established. Coupled with complex contracting arrangements and the staggered starting of Project activities across the different result areas, this led to delays in implementation, lack of synergy between different components, and some confusion amongst beneficiaries. During the life of the Project little attempt was made to integrate the LE, MIKE and demand reduction result areas.</p>	<p>Desk Review documentation</p> <p>Interviews</p> <p>Country comparisons</p> <p>Virtual Focus Group Discussions</p>	<p>All recommendations are in relation to any future similar project.</p> <p>1: Project Design:</p> <p><i>Project Management at UNODC Sustainable Livelihoods Unit (SLU):</i> Project design to be centred on the Theory of Change, clearly establishing how law enforcement and demand management / reduction are complementary and how they can be integrated to achieve one common objective. The interests of the donor, roles of the implementors, and the needs of the intended beneficiaries should be clarified and carefully balanced. All elements of the project must be <u>necessary</u> and taken together they must be <u>sufficient</u> to deliver the project objective. If implementation requires both sub-contracts and multiple sub-sub-contracts, then adequate time needs to be allowed in the project schedule for these to happen before implementation starts (timeframe n/a).</p>

Findings	Evidence (sources that substantiate findings)	Recommendations (incl. recipient)
<p>2. The Theory of Change for result areas 1, 2, and 3 envisaged certain capacity building activities occurring concurrently and running in parallel. Whilst this did deliver positive results it is assessed that more effective results can be achieved by focusing upon certain activities at certain times during the lifetime of the Project. It is recognised that UNODC did pursue this approach more rigorously as the Project unfolded and at the end of the Project there is strong support for ‘proof of concept’.</p>	<p>Desk Review documentation</p> <p>Interviews</p> <p>Country comparisons</p> <p>Most Significant Change narration</p>	<p>2. Capacity Building – Theory of Change:</p> <p><i>Project Management at UNODC Sustainable Livelihoods Unit (SLU):</i> Address law enforcement capacity building activity through a step-by-step process. These steps are: 1) Awareness raising with key stakeholders of the negative impact of Wildlife and Forest Crime on their country; 2) Multi-agency, multi-national, meetings and workshops aimed at developing knowledge and skills to tackle WLFC and foster formal and informal networks for information sharing; and, 3) Provision of specialised training, embedded mentors, and advisory services targeting the tactical / operational investigatory level including support to prosecutors (timeframe n/a).</p>

Findings	Evidence (sources that substantiate findings)	Recommendations (incl. recipient)
<p>3. The Law Enforcement result areas partially relied upon the delivery of various training courses. Whilst the quality of the course material and those delivering the training were rated highly there are some areas where improvements to effectiveness and sustainability could be realised.</p>	<p>Desk Review documentation Interviews Country comparisons</p>	<p>3. Capacity Building – Training: <i>Project Management at UNODC Sustainable Livelihoods Unit (SLU):</i> Include the following aspects of capacity building training:</p> <ul style="list-style-type: none"> 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. This should include a Train-the-Trainer approach; 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. This will require a systematic follow-up over a sustained time (timeframe n/a).
<p>4. As the Project developed it became evident that support to the entire criminal justice chain was required to bring a successful prosecution for illegal wildlife trade crime. In those cases where success has been achieved the Project – primarily through its advisory services – has provided that multi-layered support. Thus, this Project has provided a ‘proof of concept’ for future projects.</p>	<p>Desk Review documentation Interviews Most Significant Change narration</p>	<p>4. Criminal Justice Chain: <i>Project Management at UNODC Sustainable Livelihoods Unit (SLU):</i> Recognise the complexity of bringing successful prosecutions and ensure their support covers the entire criminal justice chain from ‘crime scene to court’. The development of Law Enforcement Advisory Programme which identifies the national need and provides the advice, guidance, and access to the support required by investigators, prosecutors and the judiciary is a proven model to be adopted (timeframe n/a).</p>

BACKGROUND AND CONTEXT

OVERALL CONCEPT AND DESIGN

In 2014 the United Nations Office on Drugs and Crime (UNODC) established a Global Programme (GP) for Combating Wildlife and Forest Crime GLOZ31 (hereafter 'the GP') which serves to deliver a range of technical assistance activities, within several thematic areas, towards achieving the key project objective of strengthening capacity to prevent and combat Wildlife and Forest Crime (WLFC) on a regional, national, and local basis.

In 2015, UNODC under its 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.

A Project was developed entitled "Law Enforcement and Demand Management of Wildlife in Asia" (hereafter known as 'the Project') which was approved by the European Commission (EC) as the donor with funding of EUR 5,000,000. UNODC signed the indirect management contract with the European Union (EU), where CITES, through its MIKE Programme, became the Implementing Partner for specific outcomes. The Project was initially approved for 48 months implementation starting in May 2016. In total, there were 3 project amendments, the 1st to 31 Dec 2019, then to 31 July 2020 in the 2nd amendment, and a 3rd amendment until April 2021.

It was run under the management of UNODC Chief of the Global Programme for Combating Wildlife and Forest Crime, UNODC Sustainable Livelihoods Unit (SLU) with support from the Programme Management Officer based in the Regional Office for Southeast Asia and the Pacific (ROSEAP).

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.

PURPOSE AND SCOPE

The evaluation was conducted between January and April 2021, and its geographic scope was Cambodia, China, Lao PDR, Nepal, Thailand, and Vietnam. The evaluation engaged with the Project Management Team, Core learning Partners (CLPs), Beneficiaries, and other relevant actors throughout the process. It was formative in nature and sought to derive recommendations, best practices and lessons learned, identify areas of improvement, get feedback and record achievements reached during project implementation. UNODC and EC will analyse the conclusions and recommendations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions for a potential new programme, subject to funding availability.

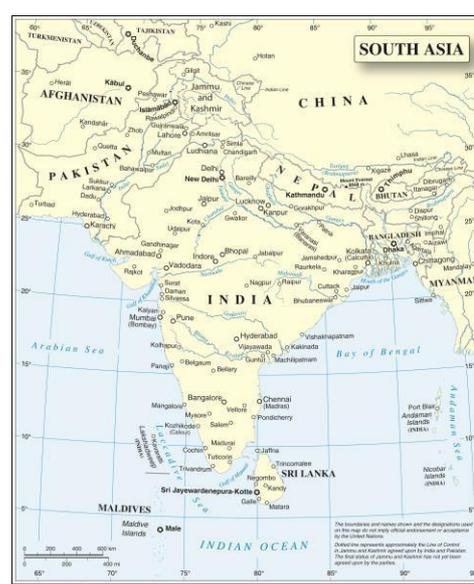
Thus, the evaluation provided findings to help:

- Promote reflection and learning by key stakeholders as to what has worked well and what can be improved in future similar projects or programme, including for policy revision purposes.
- Help identify issues which must be addressed in future similar projects to support output and outcome achievement more effectively, including promotion of key cross-cutting themes.
- Enhance accountability and provide feedback to the Project.

THE COMPOSITION OF THE EVALUATION TEAM

The evaluation team consisted of: Mr. Peter Allan, Director of Allan Consultancy Ltd., an external independent lead evaluator with expertise in WLFC project and programme evaluations within the criminal justice sector; and Dr. Robert Mather, an external independent expert in wildlife conservation and protected areas management in Southeast Asia. National consultants Mr. Nguyen Manh Ha (Vietnam) and Ms. Soukanlaya Rattanavong (Lao PDR) facilitated and contributed to in-country interviews. The process was back-stopped and quality assured by UNODC's Independent Evaluation Section (IES).

MAP OF PROJECT COUNTRIES³



Southeast Asia: Cambodia, China and Hong Kong SAR, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Thailand, and Viet Nam. South Asia: Bangladesh, Bhutan, India, Nepal, and Sri Lanka

EVALUATION METHODOLOGY

This evaluation followed a mixed-methods as well as gender-responsive evaluation methodology in line with UNEG and UNODC norms and standards, guidelines, and requirements. The evaluation used purposive sampling⁴ to obtain an accurate representation of the universe of the Project. This informed all the data-collection instruments including face-to-face interviews, telephone interviews, social media survey, focus group discussions (FGD), and emailed follow-up questions. Ultimately the social media survey was not required as the reach of the FGD covered those that would have received the social media survey. This purposeful sampling used random probability along with criterion-i sampling, i.e. participants were drawn from agencies, organizations or systems involved in the implementation process. Individuals were selected by the evaluators from a list of key stakeholders and beneficiaries prepared by the project management team and by subsequent 'snowballing' by the evaluators. The individuals were assumed to possess knowledge and experience with the phenomenon of interest and therefore would be able to provide information that was both detailed (depth) and generalizable (breadth).

³ <http://www.un.org/Depts/Cartographic/english/htmain.htm>

⁴ Purposive sampling (also known as judgment, selective or subjective sampling) is a sampling technique in which the researcher relies on his or her own judgment when choosing members of a population to participate in the study. In purposive sampling, personal judgment needs to be used to choose cases that help answer research questions or achieve research objectives. <https://research-methodology.net/sampling-in-primary-data-collection/purposive-sampling/>

This evaluation report was constructed under the following methodological approach: Initially for the Inception Report (IR), a desk review of project documentation supplied by the Project Management team was completed. From this IR and desk review, any gaps that existed in the information to fulfil the Terms of Reference (TOR) requirements were identified and the TOR questions were redesigned - where required - to fill these gaps. Some existing questions were altered to clarify the questions themselves, and due care and attention was paid to ensure Human Rights, Gender Equality, and Leaving No One Behind were properly addressed. Subsequently four data-collection instruments were developed and deployed. These were:

1. Semi-Structured, in-depth interviews. These interviews captured the feedback and voices of all stakeholder groups that were involved in or impacted by the implementation of the Project. Due to Covid-19 Pandemic restrictions most of the interviews were conducted virtually via Teams / Zoom / Skype. The use of National Consultants in Vietnam and Lao PDR, along with the expert consultant located in Thailand meant that some interviews were conducted fact-to-face. The use of National Consultants can be viewed as good practice.

2. Most Significant Change (MSC) narration analysis. The theory and use of MSC narration is a well-documented and researched approach to evaluating and monitoring change projects. It is particularly useful in the evaluation of outcomes and impact and does not rely on the identification and monitoring of indicators. It is a systematic collection and then analysis of significant changes over a defined period of time. It allows interviewee respondents to answer an open-ended question in a way which highlights their own personal understanding and appreciation of the project or programme. This was integrated into the semi-structured interviews.

The MSC question used for this evaluation was: *What is the most significant change you have seen as a direct result of this Project?*

The analysis of the results from this question was driven in part through word cloud analysis. From the subsequent grouping of relevant words, and the context of the narrative responses, various themes were established such as 'awareness raising', 'skills enhancement', 'operational support', and 'technical assistance'. The frequency with which the relevant themes were mentioned, mapped against the stakeholder group(s), provided a qualitative measurement of Project impact.

3. Focus Group Discussion (FGD). The methodology developed at the IR stage envisaged a face-to-face meeting with forest rangers to discuss the Project in a group session. Whilst Covid-19 restrictions meant the evaluator could not travel he did manage to conduct the FGD virtually with MIKE site rangers from Thailand. In total 7 rangers (6 male, 1 female) participated in the FGD. The discussions were conducted via Zoom wholly in Thai language, without the need for translation, with the evaluator in his home office, and the rangers in their park headquarters office. In the FGD, the participants were guided by the evaluator who acted as the facilitator of the group and encouraged all participants to discuss the issues openly, allowing them to agree or disagree with each other on different points that arose. This allowed the evaluator to learn not only what the group thought about each question, but also to understand the range of opinions and ideas, as well as any inconsistencies and variation in terms of experiences, beliefs, and practices. The basis of the discussion are the questions listed at Annex II.

The inception stage further foresaw the use of social media feedback as an additional data collection method to ensure as many people as possible to contribute, using a country appropriate social media platform (WhatsApp, Telegram, Viber etc.), targeted at groups such as forest rangers, wildlife investigators, and prosecutors located in more remote areas and for whom a face-to-face interview would prove challenging or logistically impossible to arrange. However, a number of those stakeholders planned to be approached through social media feedback were reached through the FDG and interviews. The FGDs consisted of 7 rangers and interviews were conducted with 4 prosecutors. The use of social media – therefore – became redundant.

4. Country comparisons. The IR identified value in being able to compare Project implementation between different countries. Using the Results Orientated Monitoring (ROM) review report of December 2018 as the basis for country selection, the evaluation report compares implementation activities, outputs, outcomes, and impact in Lao PDR, Thailand, and Vietnam. Nepal is included with reference to Result No.4. The evaluation also sought data from other countries such as Cambodia and China, recognising that Project activity focus evolved as the Project developed.

To derive robust findings and conclusions, the evaluation utilised a mixture of primary and secondary sources of data. The primary data sources focused on interviews with key stakeholders (face-to-face or virtually). Secondary data sources included all the documents and archival data available from the Project, complemented by those available from partner organisations. Overall, the evaluation followed a mixed-methods, inclusive and participatory approach (through attempts to hear gender balanced voices from multiple stakeholder groups) and methodology, with adequate triangulation and counterfactuals to arrive at credible, reliable, and unbiased findings. The evaluation also sought to integrate the HRGE dimension, which was accomplished through a deliberate approach of ensuring specific questions on HRGE were asked of all interviewees.

During the inception phase, a review and analysis of relevant documents supplied by the Project was undertaken, including concept notes, progress reports, revisions, and publications (Annex IV). The evaluation team also conducted initial interviews with Project Management staff to finalise the scope of the evaluation, which was outlined in the IR. The IR also refined evaluation questions, methodology and tools.

Overall, 48 in-depth interviews were conducted, 13 females and 35 males (see Figure 1 below). The FGD group consisted of 6 males and 1 female. The evaluators made strenuous efforts to interview as many females as possible. The higher percentage of males is primarily driven by recipient-based interviewees e.g., forest rangers and law enforcement officers, the vast majority of whom are male. These interviews sought to capture the voices of key representatives of all stakeholder groups, identified based on stakeholder analysis conducted in consultation with the Project during the IR phase. In addition, those who could not be reached by face-to-face or virtual interview were provided with the questions via e-mail.

Figure 1. Stakeholders interviewed for this independent evaluation



Source: Elaboration from interview data (see Annex IV)

The analysis process itself involved the input of face-to-face and Skype/telephone interview information, coded against the evaluation criteria (design, relevance, etc.) and each evaluation question within those sub-headings. These were then cross-referenced with data collected from the other data sources, thus providing an overview of all data known under each sub-heading and question. From this, the findings were ascertained, conclusion extracted, and recommendations developed.

LIMITATIONS TO THE EVALUATION

COVID-19 restrictions limited travel and impacted upon the number of face-to-face interviews, the anticipated face-to-face focus group discussion, and the advantage conferred for the Evaluation Expert to see first-hand the conditions under which the Project operates.

A full programme of remote interviews via telephone and video calls was however arranged as a mitigation measure for the Evaluation Expert to enable participation from a distance. The Substantive Expert and the two National Consultants were further all based in the region providing easier communication with key stakeholders with no time difference difficulties and providing an opportunity for limited face-to-face interaction. The use of National Consultants also allowed the opportunity for them to de-brief the Substantive and Evaluation Experts on the national operating environment of the Project in their countries.

The semi-structured interviews also included standard questions to ensure feedback was captured in areas where observation of activities by the evaluators would normally have occurred. In addition, the Substantive Expert managed to conduct a virtual FGD. Conducting the FGD virtually entailed some limitations in terms of the expert not being able to see the reactions to statements made by any participant by all of the other participants at the same time. It is therefore possible that the expert may have missed some non-verbal communication clues from participants – which e.g. may have indicated that they enthusiastically agreed with, or on the other hand did not fully agree with, what one of their colleagues was saying. It is also possible that group interaction overall was less than it would have been if the expert had been in the same room as the participants to provide more direct hands-on facilitation. The expert addressed this constraint to the extent possible by asking follow-up questions and asking other participants what they thought about statements made by their colleagues.

II. EVALUATION FINDINGS

RELEVANCE

EVALUATION QUESTIONS:

1. To what extent have the objective and outcomes of the project been consistent and relevant with regard to identifying recipients' requirements, country needs, global priorities as well as partners' and EU policies?
2. To what extent have the 5 results of the project been relevant to achieving the project objective and meet the requirements of the beneficiaries?
3. To what extent was the design of the project fit for its main goals and objectives?
4. Is the project fit for purpose in the context of the growing interest in WLFC internationally and UNODC and CITES MIKE role therein?

Project relevance

The intervention logic of the 'Law Enforcement and Demand Management of Wildlife in Asia Project' is described within the Project Document (ProDoc) of August 2015. At that time, it was noted that *"illicit wildlife trafficking comprises the fourth largest illegal trade internationally after arms and drugs trafficking, and trafficking in human beings. Wildlife crime is not only a major and significant threat to the security of the environment, but also frequently involves other forms of serious crime such as money laundering, corruption, and tax and customs fraud"*⁵.

At the time of inception, the Project was viewed as relevant and drew upon international policy objectives and mandates such as the Convention on Biological Diversity's (CBD) Strategic Plan for Biodiversity 2011-2020, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on Migratory Species (CMS), and the EU Global Public Goods and Challenges (GPGC) Biodiversity for Life (B4L) Flagship Programme. It further drew upon lessons learned from implementation of other Programmes such as UNODC's Global Programme (GP) on Wildlife and Forest Crime (WLFC) and the associated 'Analytic Toolkit'. This is a tool developed jointly by UNODC in partnership with the members of the International Consortium on Combating Wildlife Crime (ICWC)⁶.

The Project was implemented by UNODC Sustainable Livelihoods Unit (SLU), Vienna, with support by UNODC Regional Office in Southeast Asia and the Pacific (ROSEAP) and partnered by CITES under a Delegation Agreement and the target groups/beneficiaries were: (i) Enforcement agencies, including police, customs, border liaison officers, rangers, forestry/wildlife officials, anti-poaching units, anti-corruption authorities, financial investigation units; (ii) Criminal justice system actors, prosecutors, lawyers, judges, legislators; (iii) National wildlife authorities for Protected Area (PA) conservation; (iv) (Sub-)regional institutions harmonising management approaches; (v) Vulnerable rural communities. From this preparatory work the overall objective of the Project was defined as:

Demand for trafficking and illegal killing of key African and Asian wildlife species are reduced in Asia.

The Project specific purpose⁷, which aimed to contribute towards the delivery of the overall objective, was:

Prevention, investigation, and prosecution of wildlife crimes affecting key wildlife species, especially African and Asian elephants, rhinos, pangolins, and tigers, is strengthened in key Asian countries.

The Project identified five result areas designed to achieve the Project purpose as follows:

- Result 1: National legal frameworks to combat wildlife crime and trafficking are strengthened and awareness on the impact of the illegal wildlife trade among law enforcement, prosecution and judiciary is improved.
- Result 2: National intelligence gathering and analysis, investigative and prosecution capacity for combatting illegal trade in ivory, rhino horn, pangolins and other African and Asian species is strengthened in key Asian countries.
- Result 3: Strengthened regional and international cooperation, and national inter-agency co-operation, in combatting illegal wildlife trade.
- Result 4: Law enforcement management and monitoring capacity strengthened across key elephant and rhino sites in South and South-East Asia, including the collection of regular and reliable information on the illegal killing of elephants and other key species impacted by trade and the effectiveness of associated protection efforts.
- Result 5: Critical information on the status, illegal trade and offtake of key wildlife species and the demand for their products is used to influence decision makers and to inform wildlife crime enforcement and demand-side strategies and interventions.

The objective of the Project was directly related to UN organizations and international conventions i.e. UNODC and CITES. The Project also contributed toward the UN Sustainable Development Goals (SDGs) No. 14 – Life Below Water, No.15 – Life on Land, and No.16 – Peace, Justice, and Strong Institutions through its various Project activities as described throughout this report (see sections on effectiveness and impact). For example, in 2019 the project conducted 2 advisory sessions in Cambodia which included the Ministry of Agriculture, Forestry and Fishery, 6 sessions in Lao PDR and 2 sessions in Myanmar. These sessions consisted of groups of 15 to 20 wildlife investigators, prosecutors as well as forestry officers who met with teams of senior international law enforcement advisors to refresh knowledge, obtain new skills, and catch up on the latest trends of transnational wildlife crimes. All of these activities contribute to the three SDGs noted since the officers and officials present are themselves involved in tackling wildlife and forest crime that impact upon those SDGs.

Result areas 1, 2, and 3 of the Project supported the mandate of the UNODC with regard to contributing to the control and reduction of wildlife and forest related crimes through international cooperation founded on joint operations, intelligence sharing and strong and compatible national legislations, which is being delivered through the GP on WLFC. The Project supported the implementation of the UN Convention on Transnational Organized Crime (UNTOC) by building the capacity of participating countries to dismantle criminal networks involved in wildlife trafficking.

Result areas 4, and 5 of the Project directly supported the mandate of CITES that is addressing the illegal trade in key threatened species and international cooperation for their protection. Specifically, the project was implementing Resolution 10.10 of the 10th Conference of the Parties to the CITES Convention (Rev CoP17)⁵ concerning the world population of wild elephants. The Resolution 10.10 led to the Monitoring of Illegal Killing of Elephants (MIKE) programme and the Elephant Trade Information System (ETIS).

The donor remarked that the Project has been good at engaging with public servants in all countries, but with stronger engagement in the Mekong countries, and further noted that the capacity-building aspects were fully relevant – and something the EU had not engaged in before 2016 in Asia. From the EU perspective, the Association of Southeast Asian Nations (ASEAN) is important – and in the context of region to region/bloc to bloc cooperation – the project has delivered on practical collaboration between ASEAN and the EU. The Project also came out of a response to an EU decision to support wildlife trafficking – including working with UNODC, CITES, and civil society.

⁵ Description of action (amended), 17th August 2015, p.2

⁶ ICCWC members are UNODC, CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora), INTERPOL, the World Customs Organization (WCO), and the World Bank

⁷ In later Project revisions this became the “Specific Objective”

Result area relevance

Result areas 1, 2, and 3 of the Project were partly designed based on the common findings identified through the implementation of the ICCWC Wildlife and Forest Crime Analytic Toolkit in several countries including those in South and Southeast Asia. Those common findings within South and Southeast Asia included;

- limited inter-agency coordination
- lack of awareness and understanding of the issue of wildlife crime
- front-line staff underequipped
- weak capacity to investigate and prosecute wildlife crime
- weak forensic capacity
- legislation not apt for today's challenges
- training needs for staff to better understand CITES and ensure an effective implementation of the Convention, and
- limited criminal intelligence capacity

The twenty-three Project activities designed under the criminal justice result areas 1, 2, and 3 broadly attempted to address these weaknesses and their relevance was well appreciated by all stakeholder groups.

For law enforcement capacity building activities under result areas 1, 2, and 3 there was no suggestion or evidence that activities were irrelevant. Given the lack of capacity within the target countries to tackle the subject matter of the Project this is perhaps not surprising. Yet it is none-the-less a positive reflection on the Project and its selection of capacity building approaches and activities at both policy and operational levels.

Under result areas 4 and 5, CITES believed that MIKE had been successful overall, such as in Africa in trying to provide objective analysis and objectivity in the poaching debate. The evaluation showed through numerous interviews across all stakeholder groups that MIKE has a good reputation, and countries like being in the programme – it makes them relevant to the global dialogue – e.g. in the COP meeting they speak proudly about it. And they can say they are involved in another CITES programme for conservation and they are contributing to that. In this context, CITES considered the Project was relevant in addressing the identified gaps in MIKE reporting in Asia; supporting capacity development of the MIKE sites including provision of some needed equipment as well as orientation and training; and providing much needed guidance on management of ivory stockpiles.

MIKE has been going on for a long time (since 2002-2003) and has a specific and narrow mandate. The evaluation findings showed that MIKE has always been challenging to implement in Asia as the situation is different from Africa where elephants are mainly hunted for their tusks. Almost all beneficiaries and both CITES MIKE Sub-regional Support Officers (SSO)s reported that throughout most of Asia, Human-Elephant Conflict (HEC) and infrastructure development which fragments elephant habitat, are the main problems in elephant conservation. Deliberately targeted killing of elephants for the ivory trade is rare in the MIKE Asia sites - while other issues such as HEC are growing in severity. Consequently, many of the Asian Range States would like MIKE to focus more on addressing HEC and a certain level of frustration that CITES MIKE does not really help to address the key elephant conservation issues in Asia was evident amongst numerous interviewees of different interviewee groups. Nevertheless, the Project did try to help address HEC where it could. A regional "Master Class" on HEC was implemented, and early warning systems were set up in pilot sites in India and Nepal. Equipment purchased for the sites by the Project was at least as useful for HEC management activities as it was for MIKE data collection. For example, drones were purchased for MIKE sites in Thailand to add to the effectiveness of the existing HEC management approach and early warning system. Overall, the evaluation showed that Result area 4 only partially met the needs of the recipients/beneficiaries.

⁸ Resolution 10.10 of the 10th Conference of the Parties to the CITES Convention held in Harare in June 1997 provided the basis for establishing CITES-MIKE. Details can be found at: <https://cites.org/eng/prog/mike/intro/a1.shtml>

Project design

This Project set up was complex, with the Project contract between the EU and UNODC SLU, a sub-contract between UNODC project management and CITES, and sub-sub-contracts between CITES and IUCN and TRAFFIC. The donor felt that it took a while for UNODC project management to feel comfortable managing all 5 components. This is fully understandable given UNODC project management was initially expecting to manage only the three law enforcement components. However, from the donor's perspective, there was only one contract with UNODC, and so they expected UNODC project management to be responsible for the whole Project. The donor was full of praise for UNODC project management's performance and noted the exemplary reporting.

The Project design for result areas 1, 2, and 3 was generally regarded as coherent. Each result area fed into an identified area of need such as awareness raising nationally and regionally, strengthening legislation to tackle wildlife crime, improving information sharing and cooperation, and improving investigatory and prosecutorial capacity. The attempt to address the entire criminal justice chain "from crime scene to court" was an ambitious but fully valid design. The approach to the type of activities delivered and the focus of those activities changed as the Project developed and it became clearer to the Project what was required to make it more effective. Thus, a focussing on certain countries and a movement toward more advisory services formed an organic 'redesign' of the Project intervention.

There is less coherence and clarity of design when examining result areas 4, and 5. From the EU Brussels perspective, the Project was intended to be complementary with another EU-funded project implemented by the Wildlife Conservation Society (WCS) which would have a bigger landscape and civil society focus. However, the EU Bangkok Office was not initially aware of this intended linkage – and the WCS project started 2.5 years later than the UNODC Project, so this was far from optimal from a design perspective. This appears to be a real missed opportunity. If the WCS project had worked in the landscapes in which the MIKE sites are located, and with civil society groups active in those sites, at the same time as the activities of result area 4 were ongoing, this could have brought a lot of extra support to those MIKE sites, and might have helped offset some of the frustration felt by beneficiaries that MIKE-related activities did not really help them to address their key elephant management issues.

Interviewees reported that in the initial design of the Project, it was felt that having a component on understanding demand would also add a lot of value to the Project. It was anticipated that this would highlight to decision-makers that demand is not a simple issue, and *"you cannot enforce or poster your way out of it"*. Whilst the title includes "demand management" the terminology "demand reduction" appears in the overall objective. However, it does not appear in the specific objective of the Project, and Project activities related to demand reduction were very minimal - only one expert workshop was held, and one technical paper on the subject was produced by TRAFFIC. In this respect, result 5 did not contribute sufficiently enough to achieving the Project objectives as they appear in the Project document. In the revision of the log-frame after the ROM review and the Steering Committee meeting, suggestions were made to change some of the wording related to the objectives and result areas – but EU Rules do not allow for changes to be made to the higher levels of the log-frame in mid-project, and so this attempt was unsuccessful.

The donor, UNODC project management, CITES, IUCN, and TRAFFIC all stated that the design and coherence of the Project was not optimal. All expressed the belief that it was created in an attempt to join different projects together mostly for administrative purposes. None of the interviewees considered it as a well-integrated programme, but rather as a number of projects packaged under one umbrella.

CITES Secretariat was in discussion with the EU/DEVCO regarding the expansion of the CITES MIKES project in Africa to Asia while UNODC was discussing the interventions to curb wildlife trafficking with DEVCO at the same time. The EU was interested to fund both organizations and recommended merging both in one project. The evaluation showed that the Project document was then developed quite rapidly – and in two parts in

isolation of each other – one by UNODC project management and the other by CITES, and then combined into a single document by UNODC. There is no documentation of any joint brainstorming or workshopping in the Project development phase although interview responses do indicate that there was consultation with CITES Secretariat and broader stakeholders. During the interviews there were many reservations expressed about the design of the Project from all stakeholder groups.

IUCN was invited to join the Project because of their pre-existing global agreement with CITES. This initially focused more in Africa, with IUCN hosting MIKE officers in different countries. IUCN had no role in design of the Project and were simply invited to participate although it should be noted there was no specific requirement for the CITES Secretariat to involve them at that stage. The complicated implementation structure, coupled with the one-year delay in transfer of funds from UNODC to CITES, without which CITES could not sign a contract with IUCN, led to it being 18 months before implementation by IUCN could start. Only after that did IUCN begin to recruit the two Sub-Regional Support Officers (SSOs), who would be those working almost full-time on jobs for the Project.

TRAFFIC was consulted by the people developing the Project proposal as early as 2015 but did not know if they would be involved in the Project or not until it was awarded and sub-contracted. TRAFFIC identified that fundamentally the biggest challenge in the design was lack of integration. The level of poaching of Asian elephants for ivory is negligible compared to Africa so there was no direct relevance of the TRAFFIC work to the IUCN work. TRAFFIC attended the Asian Elephant Specialist Group (AESG) and MIKE sub-regional meetings but most interaction with government departments was based around how TRAFFIC could complement UNODC law enforcement work. TRAFFIC further identified that the demand reduction element was overlaid in the Project document.

For recipients of result areas 1, 2, and 3 activities there was a general understanding of the Project intervention although many were surprised to know that the Project also tackled demand management / reduction. The evaluation recognised that this lack of understanding of the scope of the Project and its associated partnerships has not had an identifiably detrimental effect. Yet it is impossible to determine that if there was greater knowledge of the Project how that might have positively manifested itself across all five result areas.

On the part of the recipients of results 4 and 5, none of those interviewed had a full understanding of the big picture of the Project and that there were five different result areas, involving UNODC, CITES-MIKE, IUCN, and TRAFFIC. National CITES-MIKE authorities who were working on result 4 with IUCN, were also aware of some of the work TRAFFIC was doing but not fully of the fact that it was part of the same Project. Both national CITES-MIKE, and MIKE site field personnel, understood the work on MIKE implemented by IUCN more as a continuation of the previous MIKE programme efforts, rather than as a part of this UNODC-led Project.

Future readiness

Whilst this Project has reached its conclusion there is an apparent desire for a similar type of project to exploit the progress made to date. UNODC project management has built a strong foundation of goodwill, in-country expertise and identified critical gatekeepers that provide access at the highest national and regional policy levels. As noted later in this report a slight change in focus and Theory of Change (ToC) for result areas 1, 2, and 3 are recommended however all stakeholder groups are satisfied with UNODC project management as the driving force behind the capacity building activities.

Interviewees expressed the sentiment that MIKE has not fully moved with the times. The approach is rooted in the African context but is less applicable for Asia where Human-Elephant Conflict (HEC) is a much more pressing issue for elephant conservation and management than illegal killing of elephants for the ivory trade. MIKE data recording and compilation was earlier done in an inefficient manner – with each site submitting individual data sheets to the national level, often in hard copy sometimes in word documents and sometimes in excel files, and then the compiled sheets from each country were submitted to CITES-MIKE where all the data was then merged into one big excel document. The current CITES MIKE data scientist has developed an on-line database system whereby sites or countries can now input their data directly to the database. This is

a good development that makes MIKE more fit for purpose, but so far only a few countries in Southeast Asia such as Thailand and Malaysia are using this system.

In India, only about one quarter of the sites that have elephants are MIKE sites. In Thailand it is much less. In Bhutan the MIKE site does not have any permanently resident elephants, they are just transitory. In Nepal the MIKE site only covers around 300 sq.km. and forms just a small part of a larger elephant range that includes three individual protected areas and the landscape between them. As a result, the evaluation found that each year, while Nepal has accurately reported that there has been no illegal killing of elephants inside the MIKE site, elephants have however, been killed just outside the site and these killings are not recorded in the system.

Given that elephant numbers are much lower in Asia than Africa and that the reported incidences of illegal killing are also much lower, the MIKE data generated is not sufficient to conduct a full analysis of trends or patterns in illegal killing of elephants for individual countries in Asia, – or even separately for the two sub-regions of S. Asia and Southeast Asia. When CITES MIKE carries out an analysis it is therefore on the combined data for all MIKE sites in Asia. The evaluation showed that the MIKE data recording and reporting system is being implemented correctly in the way it was set up, but not necessarily fulfilling the purpose for which it was intended.

The Project commissioned a consultant to conduct a review of the existing MIKE sites, and based on this, encouraged countries to consider nominating additional MIKE sites. In response to this, Viet Nam, did decide to nominate a second MIKE site. Bangladesh also expanded the existing site to include the landscape where elephants occur. Interviewees from Thailand suggested that Thailand was considering nominating Khao Ang Rue Nai as an additional MIKE Site, and Myanmar also considered adding two sites.

Several interviewees suggested it would be better if MIKE used national data on elephant populations and elephant deaths for the whole country (for each country in Asia where it is available), rather than the limited data from a small number of MIKE sites. In Nepal it was further suggested to either use data for the whole of the range of western sub-population of elephants (including three protected areas and the corridors between them), or the whole of the country. However, when the CITES MIKE CCU wrote to the range states, and requested them to confirm that they wanted to report at a national level, none of the countries reported positively. The evaluation found that there was not a single beneficiary at the MIKE sites or national level, who said that after sending in data they had received in return any kind of analysis or MIKE report that was helpful to them in managing elephants at their MIKE sites. The on-line database was designed to provide the range states access to all information submitted including some visualisation aspect (maps and graphs as well as site reports). The MIKE Online Database was introduced to the range states during the sub-regional meetings in the last quarter of 2019 and seven sites in five range states capture MIKE data online. Eight range states are not yet using the on-line reporting system, and no interviewees reported using the visualisation aspects. If MIKE is to collect information on the illegal killing of elephants with a view to ultimately identifying action that can reduce this illegal killing, then more focused engagements and support to range states are needed to fulfil this purpose, in Asia.

SUMMARY - RELEVANCE

The Project was relevant at its inception and from a law enforcement (result area 1, 2, and 3) perspective was well designed if a little over-ambitious. Result areas 4 and 5 on CITES MIKE and demand management / reduction were also relevant. In terms of overall design however there was not enough clarity on how the three pillars of 'law enforcement', 'CITES-MIKE' and 'demand management / reduction' were going to operate together. In practice they never did, and the Project effectively became two (if not three) – almost independent – Projects.

COHESION

EVALUATION QUESTIONS:

5. To what extent have roles and responsibilities in terms of partnerships and cooperation been clearly defined, realistically set up and fulfilled in this project?
6. To what extent did the project cooperate with partners (including UN agencies, CSOs, academia, etc.) in the achievement of results?

Roles and responsibilities

As noted in the ‘relevance’ section above, the Project design (see p.8) was not optimal regarding the integration of the different result areas. Without this close ‘meshing’ of all five result areas the need for close cooperation between the implementing partners was not obvious nor pursued. Those working on the IUCN and TRAFFIC components of the Project had rather limited direct contact with UNODC project management, despite all being based in Bangkok.

Within each implementing partner however, the understanding of their own roles and responsibilities under the Project was good. The initial Project document set these out for UNODC Project Manager, Project Coordinator, CITES MIKE Programme Coordinator, CITES MIKE SSOs, and ETIS Programme Coordinator. The document also added that *“The Programme Manager and all Coordinators will exchange monthly updates on the implementation of the workplans. Once a year they will meet to discuss lessons learned, risk management measures and other corrective measures. Stakeholder workshops will be organized at the beginning, middle and end of the project timeframe to communicate goals, progress and achievements”*⁹. This demonstrates the initial ambition to ensure close collaboration between the different partners and result areas and whilst this approach never fully materialised, it was mitigated to a certain extent through the annual reporting which was comprehensive and well appreciated by all stakeholders.

IUCN and TRAFFIC had regular and positive communication with the CITES Secretariat – normally consisting of monthly Skype calls, and weekly emails. CITES-MIKE Central Coordination Unit (CCU) staff made several visits to the region and these were well received and considered to be useful by IUCN and TRAFFIC. The CITES-MIKE project manager was praised for being proactive, helpful, supportive, and very responsive to communications and requests. TRAFFIC noted that CITES-MIKE project management were always open to different discussions, identifying a better way to doing things, reaching out to UNODC project management.

Initially CITES-MIKE understood that UNODC project management would communicate directly with TRAFFIC on the aspects of TRAFFIC’s work that were related to UNODC activities but that later it did not fully work out as expected. At that point, CITES-MIKE felt that the UNODC-TRAFFIC relationship had to be micro-managed for some portion of the project, to ensure things did not fall through the gaps. After the ROM report identified some concerns with TRAFFIC performance, CITES had more frequent calls with TRAFFIC – at first these calls were weekly and then later they moved to monthly.

Questions were also raised as to whether IUCN was the most appropriate organisation to handle implementation of the work on CITES-MIKE – one person noted that while IUCN has a lot of in-house expertise in project management, it does not have a lot of in-house technical expertise in elephant conservation. Another suggested that expertise in MIKE resided more in the CITES Secretariat than in IUCN. A further comment was the need for the implementing organisation to be very field-oriented and have a wide-ranging presence on the ground.

Within IUCN Asia, the South Asia countries are quite strong and have a lot of experience with elephant

conservation, and these countries are dealing with a lot of severe HEC issues, giving them a strong voice within the Project in IUCN.

Opinions of interviewees were divided regarding the efficacy of the arrangements for hosting the CITES-MIKE SSOs in IUCN. It was noted that in the current project in Asia, more management oversight by IUCN was included in the arrangement, and funded by the project, compared with MIKE in Africa where the IUCN role was more administrative. Being part of the IUCN system facilitates opportunities to encourage IUCN projects and programmes to provide additional support to the MIKE sites, beyond what the limited resources this Project had available. On the other hand, there is a possibility that the SSOs might get too involved in other IUCN activities that are not the priority of the Project. Interviewees however agreed that it is easier working from an official organization rather than using consultancies.

Partnership cooperation

Due in part to the unintended staggered start of the CITES / IUCN / TRAFFIC components (see p.15) and their own knowledge of potentially relevant partners in their fields, each implementing partner generally attempted unilaterally to develop their own partnerships and cooperation that would help in meeting their own specific result area(s) objectives.

During implementation, a considerable number of new initiatives started up that could impact upon all result areas. Many initiatives with similar objectives were funded by the US Government, including USAID Wildlife Asia (Southeast Asia and China), USAID Saving Species (Vietnam); USAID Protecting Wildlife (Philippines) and USAID-funded BIJAK Project (Indonesia). Project reports and interviews showed that good collaboration was developed with USAID Wildlife Asia in relation to Law Enforcement Training, Africa-Asia Law Enforcement Intelligence Sharing, and inter-agency collaboration. A number of activities (see below) were jointly designed and implemented.

In result areas 1, 2, and 3 UNODC project management focused its key law enforcement partnerships with ASEAN Member State agencies and organisations. This demonstrated UNODC's clarity of approach in looking to leverage work done within all three result areas contributing to the overall objective of their capacity building intervention. Thus, the policy level ambition of achieving regional agreement on the prioritisation of tackling illegal wildlife trade (result area 3), was supported through the Project being able to evidence the capacity building support given at the national level (result areas 1, and 2) and vice versa.

The value of dedicated, expert, field-based staff in creating and maintaining these partnerships and cooperation was recognised and is more fully discussed in the 'effectiveness' section (see p.16). UNODC project management developed initial, strong relationships with relevant law enforcement and criminal justice agencies, particularly police, customs, prosecutors, anti-corruption agencies, and the wildlife and environmental authorities. These relationships with State authorities were of great importance and value for effective implementation of Project activities, particularly in developing some of the more challenging areas of work, such as transitioning to a mentorship approach in capacity building. The Project's relationship with the Royal Thai Police was an excellent example of how the identification of the most appropriate agency (and persons within that agency) with which to work can bring positive impact (see p.24) at agency, national, and regional levels.

Given the relatively small budget for the Project as elaborated in the 'efficiency' section (see p.14) and the multi-layered aspects to tackling illegal wildlife trade, UNODC project management recognised the importance of engaging with third parties in the delivery of certain sub-activities under result areas 1, 2, and 3. This included other donors, international organisations, government agencies, and Civil Society Organisations (CSOs). During Years 2, 3, and 4 of the Project an average of 50% of sub-activities implemented were a result of technical and/or financial cooperation with third parties¹⁰. Examples include:

⁹ Project Description of Action (amended), August 2015 p.8

- The ICCWC Indicator Framework workshop in the Philippines in partnership with the Asian Development Bank (ADB) and the Department of Environmental and Natural Resources (DENR).
- The training courses at the border between China and Vietnam were co-organised and co-funded by USAID Wildlife Asia as well as another two courses for Viet Nam and Lao PDR customs authorities on wildlife risk profiling.
- An advanced training course on controlled deliveries and electronic surveillance in partnership with the Agri-Food and Veterinary Authority (AVA) of Singapore.

The IUCN team implementing activities under result 4, were aware of other projects at the MIKE sites, e.g. Nam Poui – World Wide Fund for Nature (WWF); and the Elephant Conservation Centre (ECC); Kuiburi – WWF and the Zoological Society of London (ZSL); Endau Rompin WWF and the Wildlife conservation Society (WCS). However there seems to be a difference in understanding of the level of collaboration with these other organisations, between people at different levels within the project structure. CITES-MIKE reported that IUCN was doing a good job in engaging these other agencies (although also stating that it would have been better to do a full situation analysis of each site before starting activities), and those in the IUCN Asia Regional Office had a similar opinion. On the other hand, SSOs reported very limited engagement with these other projects at the site level, suggesting the emphasis was on going in, delivering training, getting the data, and getting out.

The Project under result 4 did partner with WCS for SMART training by providing the funding with WCS conducting the training. In 2020 budget was still available for one more training, and IUCN was liaising with partners to provide one more round of training, but it did not happen due to Covid-19 restrictions.

SUMMARY - COHESION

Although roles and responsibilities were clearly defined, the Project arrangements were too complex and this, coupled with an uneven start to Project implementation between the implementing partners, led to little interaction and limited communication between the component parts. All implementing partners aimed at developing collaboration with other relevant partners and whilst this was viewed as broadly effective under result areas 1, 2, and 3, there was room for improvement under results 4 and 5.

¹⁰ Annual Progress Reports NB Figures not available for Year 1

EFFICIENCY

EVALUATION QUESTIONS:

7. To what extent have the resources/inputs (funds, expertise, staff time, etc) been converted to outputs in a timely and cost-effective manner and what were any facilitating or hindering factors?
8. To what extent was the process for implementing the activities efficient?

Output efficiency

The overall Project budget was EUR 5m split as follows in Table 1 below:

Category	Contribution (EUR)
Result 1	833,120
Result 2	1,250,420
Result 3	835,153
Result 4	1,292,301
Result 5	602,976
Evaluation	75,000
Audit	19,530
Visibility	91,500
TOTAL	5,000,000

Over the life of the Project approximately 90 capacity building activities were conducted. This equates to approximately EUR 55,000 per activity and this figure does not include contiguous support provided by the Project. Project Management recognised early in the process that if the ambition of the Project was to be realised, efficient use of resources was of critical concern.

Due to delays in transfer of funds from UNODC to CITES, CITES was unable to conclude sub-contracts with IUCN and TRAFFIC until May-June 2017, one year after UNODC project management had already started implementation of R1-3.

Source: ProDoc Description of Action August 2015

Because of this delay, TRAFFIC was unable to catch-up with UNODC, and so the studies, market surveys and data analysis that TRAFFIC conducted while relevant and important, were not able to meet one of their intended functions of providing inputs to the design of UNODC training courses. Furthermore, in hindsight, several interviewees recognised that it would have been better if at least some part of R5 activities had been incorporated directly under R2, and UNODC could have worked directly with TRAFFIC, without needing to go through CITES, (especially as UNODC and TRAFFIC were both based in Bangkok and CITES MIKE was based in Nairobi), which could have made day to day communication easier. For IUCN, starting implementation so much later than UNODC was not as much of a problem, because the activities were stand alone with no real linkages to the other results areas.

As no-cost contract extensions were granted there was ultimately enough time to implement almost all activities. In total, there were 3 project amendments, with the 1st to 31 Dec 2019, then to 31 July 2020 in the 2nd amendment, and then a 3rd amendment until Feb 2021. The situation in 2020 was further complicated by the Covid-19 pandemic and associated restriction on travel and activities. In the case of a complex project like this one, three project extensions entailed three contract amendments between the EU and UNODC; three between UNODC and CITES-MIKE; three between CITES-MIKE and TRAFFIC, and three between CITES MIKE and IUCN. Having multiple short amendments also made it difficult to manage project personnel. For example, one of the MIKE SSOs left IUCN after the end of the first amendment – with only 6 months before the expiry of the 2nd amendment, institutionally it was not possible for IUCN to recruit a replacement for such a short period (considering the time needed for recruitment and the need to offer a minimum length of contract).

In terms of budget, CITES believed EUR1.5 million was enough to kick-start MIKE – as many countries in Asia had enough capacity and partnerships with NGOs like WCS and WWF - whereby the Project was considered a catalyst in getting MIKE going in Asia. In fact, in the project budget, EUR 1,207,758 was allocated to result 4, of which USD 1,037,545 was sub-contracted to IUCN by CITES. The IUCN budget was equally divided between South Asia and Southeast Asia. Of this, about 61% was spent on IUCN salaries, office costs, and overheads, as well as regional and sub-regional workshops, leaving just over USD 400,000 to support the MIKE sites

themselves. By July 2018, the budget for SEA was increased from EUR 55,000 to 72,000 for equipment and from EUR 45,000 to 47,000 for training.

The budget was sufficient to successfully re-engage countries in submitting MIKE data - including back-filling missing data from previous years and getting Sri Lanka to submit data for the first time.- Extensive hands-on training of rangers in field data collection using the Spatial Monitoring and reporting Tool (SMART), as well as training more countries to enter MIKE data directly into the on-line database, would have required additional funding, enhancing further the prospects for sustainability (see 'sustainability' section for further discussion).

UNODC cost percentages under result areas 1, 2, and 3 were approximately 40% on salaries and other ancillary support expenditure.¹¹ For both CITES-MIKE and UNODC the Project has managed to complete a considerable amount of work with the budget available in part by leveraging cost-sharing with other partners, such as USAID, and taking a practical approach to focusing capacity building activities both thematically and geographically.

In terms of EU Visibility and Project reporting, the Project has performed efficiently. All partners ensured the EU branding was used appropriately for printed materials, power point, workshop banners etc. EU support was always acknowledged at Project events (regional and sub-regional events) and the EU was invited to, and also attended some events. The EU Ambassador to Thailand visited the Kuiburi National Park MIKE site in Thailand and participated in the hand-over of equipment purchased by the Project to the site as well as participating in the opening of Centre for the Investigation of Transnational Environmental Crimes (CITEC) in Bangkok, Thailand.

The donor stated that UNODC project management has set a standard for reporting from which other projects can learn. The reports are easy to read, provide an excellent overview of achievements and barriers, along with supplying success stories and a well-developed and updated log-frame reporting. From a visibility and communications perspective, the reporting was good and got even better throughout the life of the Project. Reporting was always on time and the different components were reported in a more standardised and harmonised way over time.

Activity efficiency

The evaluation showed that the activities run under result areas 1, 2, and 3 were efficient, with Project resources being efficiently used in delivering capacity building activities. Yet, at a more macro level, many interviewees highlighted the number of different actors providing similar capacity building activities thus leading to potential inefficiencies across the broader sector.

As briefly noted earlier in this report and expanded upon within the following 'effectiveness' section, the shift in Project emphasis from generic awareness raising workshops toward more targeted, specialised training and advisory services approach – by default – reduced those inefficiencies in overlap. Less of those types of activities were provided by the Project as time progressed as evidenced in Table 2 (see p.17). One other area of potential inefficiency was in the use of international experts in favour of local experts. Whilst recognising that knowledge and skill levels of national officers first must be raised, several interviewees suggested not enough was done to identify and then support national officers to become an integral part of capacity building within their own countries and agencies. This also mirrors comments made in connection with result area 4 and is supported by document review.

Under result area 4 the CITES-MIKE Data Scientist developed an online database for direct entry of MIKE data, with the potential to make CITES MIKE data capture, compilation, analysis, and management much more efficient. Data entry in the system is reportedly quite simple, does not require any great skill and in addition to entering data, the sites can use the database as a management tool. For example, the database can generate maps of elephant carcasses, so they can visualize the locations, and trends over time.

¹¹ Project Management supplied figures of % in staff excluding transfers to CITES and TRACE as at May 2021

Another potential benefit of the on-line database is that when staff turn-over happens, there is always the possibility that the excel files that were previously used to report MIKE data may be lost, or not handed over, whereas with the database the incoming staff immediately have access to the complete set of historical records for their site.

Country focal people and site officers in some countries have been signing on to the system, and they have been entering the data – in other places they are still submitting to their country offices who then compile the data from different sites and submit it. However, this capability is not yet being used as efficiently as it could be. No MIKE site personnel reported actually using the database to generate maps to support their management actions. On the contrary, many still felt that they send in data but then they don't know how it is used, and nothing actually gets back to them in any way to help them with site management. Nevertheless, they all said they would continue to supply the data.

SUMMARY – EFFICIENCY

Despite initial delays with the CITES-MIKE start-up, subsequent implementation of all result areas 1 to 5 inclusive was done in a reasonably efficient manner, and the activities and outputs delivered are good value for the level of budget available. The Project leveraged joint activities with joint cost-sharing where possible and altered its scope to improve efficiency during the life of the Project. Increased efficiencies could have been obtained through greater efforts in identifying where overlaps existed between Project activities and other similar capacity building activities in the region.

EFFECTIVENESS

EVALUATION QUESTIONS:

9. To what extent have the 5 results of the project been achieved?

10. What are the facilitating and hindering factors for achievement or non-achievement of the results/outcomes and outputs, and did the project recognise and react to them in a timely manner?

COVID-19

It should be noted that most Project activities across the lifetime of the Project were completed before the impact of Covid-19 hit the region. However, it did have some impact upon capacity building activities, necessitating that some training went on-line, and some other activities, such as a training event under Result 4 of the project to be held in 2020 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.

The response to Covid-19 does provide the opportunity to learn lessons and identify good practice for future, similar projects. For example, some Project implementation partners noted that communication frequency and effectiveness improved when discussions and decisions had to be made regarding Project reaction to Covid-19.

The Project managed to deliver most of its planned activities across result areas 1, 2, and 3 and throughout the life of the Project it delivered at least one activity covering each of the 20 outputs.

Table 2 – Capacity building activity numbers by country and year of activity delivery

	Regional	Vietnam	Multiple	Lao PDR	Thailand	Malaysia	Philippines	Cambodia	Myanmar	Singapore	China	Indonesia	TOTAL
Year 1	3	1	4	4	6	1	3	0	2	0	0	1	25
Year 2	5	4	4	0	3	2	0	1	0	1	0	0	20
Year 3	4	5	1	2	0	1	0	1	0	0	0	0	14
Year 4	0	1	0	2	0	0	0	1	1	0	1	0	6
TOTAL	12	11	9	8	9	4	3	3	3	1	1	1	65

Source: Annual Progress Reports Year 1 to 4 inclusive¹²

As illustrated in Table 2 above, a total of sixty-five capacity building activities were delivered during the four, full active years of the Project up to and including May 2020. Covid-19 had a slight impact on training delivery but from June 2020 onward most of the Project's activity was the provision of advisory services which were less influenced by the pandemic. It should be noted that the 'Regional' activities generally focused on the policy level objectives of the Project and the 'Multiple' activities focused on operational activities between two or more countries. These usually involved a combination of Cambodia, Lao PDR, Myanmar, Thailand, and Vietnam. Thus, nine countries (illustrated in the table above) from the initial Project list of fourteen¹³ had received direct law enforcement capacity building support along with Singapore which was not one of those initial fourteen.

In Year 4 (June 2019 to May 2020) the Progress Report identified that in result area 1 '*National legal frameworks to combat wildlife crime and trafficking are strengthened and awareness on the impact of the illegal wildlife trade among law enforcement, prosecution and judiciary is improved*', the Project achieved the

¹² Year 5 figures not include as the y are not full year figures and the Annual Report had not been published.

¹³ Southeast Asia: Cambodia, China and Hong Kong SAR, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Thailand, and Viet Nam .
South Asia: Bangladesh, Bhutan, India, Nepal, and Sri Lanka

final targets for Indicator 2¹⁴ after having already achieved the target for indicator 3¹⁵ in Year 3. Progress was made also on Indicator 1¹⁶, which remained the only one where the target had not been achieved. It is noted that the achievement of this indicator is substantially dependent upon the commitment of governments to drive the legal review. UNODC project management identified and reacted to this situation and looked to encourage commitment through running regional conferences for legal experts and prosecutors although the outcomes from these attempts have still to reach fruition.

The data collected for this evaluation supports the theory of change regarding the approach taken to raise awareness of the negative impact of illegal wildlife trade as measured through indicator 3. Given the relative difficulty in achieving progress on strengthening legal frameworks this result area would be better served if it were split into two separate areas, one on strengthening legal frameworks, and another on awareness raising.

In result area 2 '*National intelligence gathering and analysis, investigative and prosecution capacity for combating illegal trade in ivory, rhino horn, pangolins and other African and Asian species is strengthened in key Asian countries*', 19 sub-activities were implemented across all indicators and the final targets for Indicators 2, 4, and 5 were met and surpassed.

Progress against Indicator 1 '*Increase in the number of annual wildlife crime intelligence and operational reports submitted by LEAs to INTERPOL, WCO, and CITES*' has remained challenging to measure across the lifetime of the Project and – as such – consideration should have been given earlier in the Project to a reworking of this indicator. It is also unclear how this indicator relates to the result area objective since an increasing number of operational reports submitted does not directly equate to a strengthening of capacity to combat illegal wildlife trade.

Indicator 3 '*number of law enforcement officers with increased knowledge and capabilities following training courses on specialist investigation skills*' looks to count the number of officers with increased specialist skills. Whilst the pre and post training evaluation regime can measure some change "*Throughout the trainings conducted in Year 4, 95.5% demonstrated increase in knowledge with an average of 21% increase in test scores reported*"¹⁷ the longer-term effectiveness of the training is harder to quantify. Yet the interviews conducted suggest that as well as the knowledge being increased it is retained and applied by the participants.

As has already been noted, the Project looked for a training and advisory services approach to achieving its objective. With such a limited budget this approach is understandable, however this did not preclude attempts to increase capacity through other means. A command centre in the Natural Resources and Environmental Crime Suppression Division (NED) of the Royal Thai Police with the support of UNODC project management and the European Union Delegation (EUD) to Thailand. The 'Iyara Circle', also known as the Centre for the Investigation of Transnational Environmental Crimes (CITEC), has lead specialized operations and criminal investigations related to wildlife and timber trafficking and other environmental crimes in Thailand, and assisted with cross-border and regional cooperation.¹⁸ The support included the provision of a modern meeting / function room and has also supplied technical support such as drones and provided software to help with the storage of information on wildlife and forestry crime.

In result area 3 '*Strengthened regional and international cooperation, and national inter-agency cooperation, in combating illegal wildlife trade*', the Project reached the final targets across both indicators. Year 4 focused particularly on building cooperation between China and South Africa in relation to actual investigations that contributed to the achievement of the target for Indicator 1 to increase the number of international cooperation agreements, mutual legal assistance requests, and joint investigations.

¹⁴ Number of States supported to carry out a comprehensive review and analysis of their current actions in tackling WLFC, using the Wildlife and Forest Crime Analytic Toolkit/rapid assessment

¹⁵ Basic and advanced training and awareness-raising packages for law enforcement officers, prosecutors and judges on WLFC developed and delivered.

¹⁶ Number of States assisted in legal review

¹⁷ UNODC-CITES Progress Report Year 4 p.8

¹⁸ <https://www.unodc.org/southeastasiaandpacific/en/2021/03/world-wildlife-day-thailand/story.html>

Of note under this result area was the success of the Project in helping to drive the establishment of the ASEAN Working Group on wildlife and timber crime. In 2016 SOMTC had 8 priority areas and the Project lobbied for the inclusion of a new priority area, specifically wildlife and timber trafficking. The Project offered to call a regional conference among SOMTC focal points to explain the argument through additional research. At the SOMTC meeting in 2017 the proposal was presented, and all 10 countries approved it.

The Project generally recognised any developing difficulties in implementation and reacted accordingly. In the earlier phases of the Project, UNODC project management experienced some challenges engaging with some key partners on wildlife crime issues, and only gained their limited involvement in the Project. However more recently those partners have participated in Project activities including inter-regional workshops and training courses. A main driver in the improved engagement was the continued advocacy efforts of the Project staff and the skills they deployed in convincing the relevant national agencies and personnel to commit to the Project. A further challenge recognised by project management was in developing meaningful international cooperation... The level of engagement with key actors however increased over the life of the Project and reinforced the importance of having dedicated, skilled, and knowledgeable Project staff being aware of the national context within which the Project operated.

Workshops, seminars, meetings, and trainings

A fundamental plank of the Project Theory of Change for result areas 1, 2, and 3 was the focus on workshops, seminars, meetings, and trainings. These were generally well appreciated and positively evaluated by the participants. The Project captured information on the immediate reaction to the capacity building activities through evaluation questionnaires and – where appropriate – these also captured new knowledge and skills acquired. And whilst the Project did attempt to revisit training participants after they received support there was no systemic follow-up to those activities regarding assessing and recording the outcomes over a longer period. To assess the activities which provide the greatest return on investment, a more robust approach to evaluating those activities should be adopted.

The capacity building activities aimed at increasing awareness of illegal wildlife trade and the negative impact this had on a country was highlighted by many respondents as particularly useful and important and helped increase the prioritisation of wildlife crime nationally. Of equal importance during this type of activity was the inclusion of as many different agencies and ministries as possible, thereby encouraging the development of formal and informal networks of individuals that then helped facilitate inter-agency discussion and cooperation. This also held true at the regional level. In June 2016 the Project, in conjunction with ASEAN and the Royal Thai Police, organised an ‘Inter-Regional Conference on Wildlife and Timber Trafficking between ASEAN, Asian, and African Countries’. There were 51 participants representing 12 countries and 22 different agencies. In addition, there were 25 observers representing various embassies, donors, IOs, NGOs, and CSOs. This was part of the ultimately successful process of establishing the ASEAN Working Group on wildlife and timber crime in 2017. The Wildlife Inter-Regional Enforcement (WIRE) meetings held under the Project were also an effective way of getting stakeholders round the table to pursue international investigations and prosecutions.

The evaluation demonstrated the importance of ensuring enough time and resources are invested in creating an activity that allows for trust to be established between people representing different agencies and nationalities. This is of particular importance at the operational / tactical level(s) where the approach of ‘crime scene to court’ requires multi-agency cooperation. Time and again respondents across all stakeholder groups highlighted this aspect as critical in improving the overall effectiveness of tackling the crime. This building of trust can be done more effectively with certain types of training. For example, surveillance training requires participants to spend many hours together outside the classroom environment in a car or on foot. This helps build relationships, understanding, and trust. It also helps trainers and facilitators identify those officers that are most likely to react positively to closer cooperation with fellow officers from other agencies / countries.

One crucial relationship was that of the investigator and the prosecutor. Both were represented during Project activities and allowed each to understand the challenges of the others work, thereby potentially increasing the likelihood of an investigation leading to a successful prosecution. The importance of this relationship was understood early in the Project as a recommendation from the ‘National Training Course on Prosecution of

Wildlife Crime Cases', which in June 2016 stated: "It was apparent that some of the prosecutors were unclear as to the capacity and skill level maintained by national law enforcement investigators. Including criminal investigators in future courses could help to provide guidance to the course participants and also begin to build relationships and enhance understanding between investigators and prosecutors". As the Project developed, greater focus was placed on this aspect.

The evaluation further showed that delivering 'stand-alone' training courses had its value (with one of the key impacts being the development of trust between participants, agencies, and countries), but other approaches to improve the overall effectiveness and impact of capacity building are recommended. This include increased training-of-trainer courses and embedding training modules into the curricula of appropriate national police and customs training academies, something which was achieved with the Vietnamese Police Academy.

More targeted 'grouping' of beneficiaries is further recommended. For example, any future, similar project should consider grouping certain countries with similar legislation and geography together e.g. Malaysia, Indonesia, and the Philippines in one 'group' and the 5 lower Mekong countries in another group. In addition, more training should be delivered directly in the field.

Advisory services

The Project recognised the limitation of relying solely on a meeting, workshop, seminar, and training capacity building approach. The Project's Law Enforcement Advisory Programme aimed at delivering regular and sustained law enforcement mentorship support, rather than one-time training courses. This is where the Project's role as an independent body, brokering meetings that provided a safe space to allow for the exchange of information, along with specialized advisory service support (e.g. how to run a parallel financial investigation) can bring real impact. This was an effective approach as further described within the 'impact' section (see p.27), yet the evaluation showed that its overall effectiveness still lied in the groundwork that was done in the earlier years of the Project. Thus, any new project would still need to raise general awareness and provide workshops and meetings to bring opportunities for trust to be built between officers, allowing for the development of formal and informal networks, which can then be further exploited with project mentoring and advisory services. Any new project should look to develop all three areas, namely:

- i) raising general awareness at both operational and policy level,
- ii) providing relevant training / workshop fora, and
- iii) following up with mentoring and advisory services

The effectiveness of the advisory services was embedded within the skills, knowledge, and dedication of the Project staff and the consultants / experts that were engaged in Project delivery. The Project team managed to establish trust between themselves and the various beneficiary partners and agencies. This, in turn, gave those agencies the confidence to include the Project in their on-going investigations and to seek their advice, guidance, and support. Some examples are brokering a meeting to allow the exchange of information between agencies and across borders, or forensic support in species identification, or support in protecting the chain of evidence, or assistance in retrieving and understanding financial data.

A key element influencing the effectiveness of the Project is ensuring the right people are engaged. It is therefore recommended to ensure that the most appropriate LE officers come to trainings, representing the most appropriate agencies. And where meetings are convened that will require decisions to be taken (e.g. on the sharing of information) it is recommended that the decision makers are present. There were examples where a meeting outcome could not be confirmed because the agency / country representative advised they would have to seek authorization from someone else.

Result 4 is stated as follows: 'Law enforcement management and monitoring capacity strengthened across key elephant and rhino sites in South and South-East Asia, including the collection of regular and reliable information on the illegal killing of elephants and other key species impacted by trade and the effectiveness of associated protection efforts' There were three distinct elements (i) collection of information on illegal killing of elephants; (ii) collection of information on killing of other species; and (iii) collection of information on protection efforts; which were identified as being necessary to strengthened capacity. To determine the extent to which the result was achieved, the evaluation examined each of these elements in turn:

- (i) In terms of “Collection of regular and reliable information on the illegal killing of elephants” – this aspect was successful as almost all sites were at least partially submitting the information required on a regular basis. The log-frame targets for this part of the work anticipated 12 sites in South Asia and 10 sites in Southeast Asia collecting regular and reliable information by 2018. The progress report for year 4 contains a highly visible figure that incorrectly portrays that 47 sites were regularly reporting reliable information by compiling the numbers from each year into a total number.

Before this Project, the last data submission for many sites was 2014. At the start of the Project, the level of capacity at the different MIKE sites varied tremendously. Some hardly needed any support at all, whereas others needed a lot of support to even achieve the basics. Capacity development opportunities provided by the Project were however rather limited - they started with the SSOs visiting the sites and providing orientation/training on the MIKE data requirements and protocols as part of the visit. This was done quite successfully, as subsequently the project was able to get all of the MIKE sites submitting data again – and also retrospectively filling in the gaps from previous years. Data has now been submitted for all sites to the end of 2018. South Asian sites are still working on 2019 submissions, while some SEA sites are already preparing 2020 submissions.

- (ii) In terms of collection and provision of information “on other key species impacted by trade” the result was only achieved in one country, i.e. Nepal, which provided information on illegal killing of rhinos and tiger. This was explained by Nepalese interviewees who advised that when collecting data on elephants, it was easy to collect data on these other species at the same time.
- (iii) The difficulty of the Project to receive and compile information on illegal killing of other species is tied to the mandate of the Project. The Project’s legitimacy in requesting information from the sites, rests on the CITES-MIKE mandate. Res.Conf.10.10, which all the range states have agreed to, means that they have agreed to supply data on illegal killing of elephants to CITES. There is no similar basis, nor any similar agreement to provide the same type of information for other species. Nevertheless, Nepal did voluntarily provide information on illegal killing of rhinos and tigers. Similarly, when the project requested ranger patrol information, no country ever volunteered this. Even when more generalised information was requested, they were still reluctant to supply the information regarded as sensitive. In terms of collecting and compiling regular and reliable information on the “effectiveness of associated protection efforts”, this was marginally successful.

The Law Enforcement Capacity Assessments (LECA) collected information that could be used as a proxy, suggesting the degree to which protection might be effective, without actually measuring effectiveness directly. However, as each LECA was only a one-off activity at each site, this cannot be construed as collection of “regular” information.

Consequently, the evaluation showed that only one of the three required elements contributing to “law enforcement management and monitoring capacity strengthened across key elephant and rhino sites” was substantively achieved, and therefore the result as a whole was only partially achieved.

The targets for the indicator for activity 4.1 show the number of sites with effective ranger-based monitoring systems increasing over time. The indicators in the log-frame were supposed to be indicators of the successful achievements of the project – i.e. in this case, because of the project interventions, law enforcement capacity increased. However, the evaluation showed that this indicator was used to count the number of baseline assessments of capacity conducted. After each baseline assessment was conducted, the site was noted as having an effective ranger-based monitoring system. No repeat assessments were conducted at any site, so there is no evidence to support that there was any increase in capacity. Yet in the project reporting against this indicator, the number of sites with effective capacity indicated an increase over time, which is misleading.

The LECA was developed in a previous phase of MIKE by a consultant in 2016, with the intention to help sites understand where the gaps in their capacity were; build a baseline; and identify what kind of support was needed. Training was provided in both Delhi and Bangkok to the SSOs in implementing the LECA. The training focused on enabling the SSOs to interpret and understand what the questions in the assessment tool really meant, and what the assessment was really looking for, as some questions were quite complicated. On the other hand, the training was not as prescriptive about the actual way in which the SSOs should facilitate the assessment.

In this project the LECA was used by the SSOs to essentially develop a new baseline understanding of current capacity at the sites. When introducing the LECA, attempts were made to present it in a way that would encourage MIKE site staff to see how it could be useful in helping to identify priorities for the (limited) support to be provided to them under this project, and also to prioritise activities for support by future projects. Delivery of the LECAs was translated into national languages in Southeast Asia. In each visit the SSO always had someone from IUCN country offices or a partner NGO to do the translations. Only in Malaysia, it was done directly in English. The LECA's were undertaken in a participatory way – with the SSO running through the questions on a screen in a group setting. In some places this worked well and there was good debate amongst the staff on the answers to each question. In others there was more limited engagement.

Some of the LECAs were only carried out near the end of the Project – e.g. Nam Poui in Laos was only done in 2021, and Indonesia was never completed. No follow-up training was provided at the sites to address areas identified as requiring further support. One regional SMART training workshop was implemented, but this was just a basic introduction, and not enough to provide participants with detailed skills needed to implement SMART systems. Not all MIKE sites in the Project were present in the training, and even for those that were, the number of participants from each site was very small.

The description of the Project, in the section on recipients of its activities, includes as #5, Vulnerable rural communities. The section on beneficiaries of the Projects outcomes suggests that, *“The initiative will have a special focus on enhancing law enforcement and human-wildlife conflict mitigation structures in selected Asian rural communities”*¹⁹. There is also a section that states a focus on local communities yet the evaluation showed that there was only one Project activity from a total of thirty-four²⁰ activities where local communities were even mentioned *“Provide technical and limited material support to participating sites to strengthen the use of monitoring systems in law enforcement operations, and to strengthen collaboration with local communities in law enforcement and activities to address human-wildlife conflicts”*²¹.

The project did try to provide some support and develop capacity to address HEC within the limited resources available. This included:

- (i) A Regional Masterclass on HEC management was held in partnership with the Asia Protected Areas Partnership (APAP) in May 2019 to get people interested and provide them with some basic information and understanding of principles and processes.
- (ii) The provision of equipment to MIKE sites was tailored to its usefulness in HEC related activities: The Project provided drones to some sites but not to sites where they were not already using them. Thailand was already deploying drones in PA management, and when the project provided additional drones, Thailand provided training to more rangers to be able to use those additional drones.

¹⁹ Ibid p.15

²⁰ As at the beginning of the Project. This had changed to thirty-one at the close of the Project

²¹ Ibid p.18

- (iii) Support for early warning systems was provided at some sites: In India and Bhutan three different early warning systems were used. In Bhutan the system was simpler for the simpler context of HEC there, which is very seasonal and involves a low number of elephants. The system was developed by a small start-up in Delhi. In North Bengal there is more extreme HEC and a more sophisticated system was deployed, again made by a private company, with units that covered 200m stretches. When an elephant passes through between adjacent beacons, this triggers an alarm in the nearest forest office. The third system uses a solar powered sensor that is put on fences. It can detect any breaches of the fence and sends a signal to the cell phones of the forest manager.

Result 5 states that *‘Critical information on the status, illegal trade and offtake of key wildlife species and the demand for their products is used to influence decision makers and to inform wildlife crime enforcement and demand-side strategies and interventions’*.

The successful achievement of result 5 is very much linked to the anticipated uptake of outputs delivered from activities under results 1, 2, and 3. However, TRAFFIC cannot control how other agencies use or do not use the analysis and reports they produce, so formulating the result statement in this way means that TRAFFIC cannot alone be wholly responsible for the success (or otherwise) of this result.

The indicator for Activity 5.1, is stated as: “Number of countries where TRAFFIC’s wildlife trade analyses and findings are incorporated into the design of national-level wildlife crime activity plans under Result 2, and to target national and international inter-agency cooperation under Result 3”. Activity 5.4 is described as: “Use MIKE and ETIS and other relevant data sources concerning supply-side, trade, markets and stockpile data to influence decision makers in formulating wildlife crime enforcement and demand strategies and interventions, and to inform awareness activities carried out under Results 1 and 3”.

In relation to the above, the evaluation could not fully verify (i) what exactly were the “national level wildlife crime activity plans” under result 2, and whether in fact these were actually developed; (ii) awareness-raising activities described under result 3; and, (iii) any indicator relating to how many decision-makers had been influenced, and in what ways they had been influenced.

Furthermore, regarding Activity 5.5 there is also lack of clarity on the scale and purpose of the Project with respect to demand management and interventions designed to tackle – and assist others to tackle – demand reduction.

In addition, some activities under result 5 were altered during the intervention life of the Project, for example activity 5.1. to “Develop and pilot measures of wildlife crime law enforcement effort and effectiveness at key air and seaports in Asia, linked to Result 2 capacity building activities”. The ROM report identified that the quality of the delivered “training materials” was unsatisfactory, and that TRAFFIC did not have a good understanding on the content of the UNODC courses and what was required. Furthermore, according to interim progress reports, many of these products were only delivered after the training courses were completed, and so could not be used by UNODC project management in the way they were originally intended to be used.

Considering all the above, the evaluation could not fully assess the extent to which Result 5 was achieved.

TRAFFIC activities started much later than those of UNODC. Therefore, much of TRAFFIC’s work, however well implemented and thorough, was inevitably out of synch with the activities of UNODC to which it was supposed to contribute. In addition, TRAFFIC felt that they didn’t really have insight into the UNODC training packages. TRAFFIC therefore contributed what they thought was useful but had no idea about how that was being contextualized. TRAFFIC only attended one of UNODC’s workshops and this was at the invitation of the Chinese government but not of UNODC. When they were later able to gain a more in depth understanding of UNODC’s needs, they were more able to provide more useful information, especially current case information. Overall, TRAFFIC however felt it would have been more effective if the organisations had been better integrated.

The last few outputs by TRAFFIC included a suite of visibility materials – a regional report, story map, and stockpile management report. The Stockpile work was extremely challenging. It was initially assumed that the countries would welcome support, but this turned out not to be the case. After the ROM, a revised action plan decided to focus on stockpile work in Cambodia, Malaysia and Viet Nam. Unfortunately, plans to do a hands-on workshop in Cambodia in March 2020 were disrupted by Covid-19. An online capacity building event was implemented instead, and TRAFFIC followed up on-line to try and help the Cambodian government with reporting which was due in February.

As part of this project, TRAFFIC developed stockpile management guidelines for the CITES Secretariat. The work drew from Thailand and work with Vietnam and Cambodia and was recognised by CITES as a very good and comprehensive piece of work. From CITES perspective, this was one of the best deliverables of the project and with the most value. The Stockpile Guidelines and a series of modules in a training package may be hosted on the TRAFFIC website as well possibly on the CITES website.

Project resources enabled TRAFFIC to do more frequent market investigations and get more insights into how markets were changing, including moving on-line. Many TRAFFIC materials are being translated into national languages, with Khmer being a priority.

From TRAFFIC's perspective, "Demand Reduction" should not have been the focus of the Project, and if it was intended to produce measurable change it should have been much more resourced." As an organisation, TRAFFIC is leading and supporting the development of Social and Behaviour Change Communications (SBCC) approaches to demand reduction in the anti-wildlife trafficking community. In this Project, TRAFFIC piloted targeted activities to better understand the relationship between demand and wildlife trafficking. TRAFFIC together with the CITES Secretariat, is now preparing to roll-out practical demand reduction guidelines for all Parties, in order to improve Parties understanding of the type and scale of activities and budgets needed for successful demand reduction.

The evaluation showed that some TRAFFIC outputs were produced too late to serve as inputs for UNODC training activities due to the delay in UNODC transferring funds to CITES, and the knock-on impact of that in delaying CITES sub-contracting of TRAFFIC. The fact that the outputs produced may not have been the most appropriate for UNODC's needs is largely explained by TRAFFIC feeling unsure about what UNODC really needed, and with no access to UNODC training events, not understanding how the information they provided was being used. UNODC reported that – when asked by TRAFFIC – precise information was provided both in terms of the intended beneficiaries of the training (all law enforcement agencies) and in terms of what information UNODC was looking for, including price changes, market availability, trends, etc. Furthermore, UNODC informed that as a standard practice NGOs are not invited to training events for enforcement authorities where sensitive information about ongoing criminal cases is being discussed. Overall, better communication on both sides is therefore recommended.

The difficulties of implementing stockpile management activities are partially explained by having TRAFFIC as the implementing party for this kind of activity. TRAFFIC tried their best to leverage obligations of Res. Conf.10:10 and National Ivory Action Plans (NIAP) – but were not able to get the countries to accept this genuine offer of help. The CITES MIKE office reached out to the range States to facilitate engagements, but only Cambodia responded positively and the CITES MIKE Coordinator organised and chaired the session with Cambodia. The status of stockpiles and the management thereof are sensitive matters and the fact that it involves multiple government departments in most countries adds complexity to the process to provide support (CITES works with CITES Management Authorities). Although stockpile management and inventories are included in National Ivory Action Plans for some countries, the countries seem to be extremely cautious about accepting support. Furthermore, CITES MIKE does not have the mandate to drive work on the stockpile issue and was dependent upon support from others in the Secretariat for this.

SUMMARY – EFFECTIVENESS

Under result areas 1, 2, and 3 the Project delivered its planned activities which broadly resulted in achieving the specified objectives. The effectiveness of the approach relied upon providing the opportunity for the development of national and regional networks supported by the Project’s advisory services. IUCN was successful in delivering planned activities and outputs under result area 4, but these were sufficient only to partially achieve the results. TRAFFIC was successful in delivering some outputs under result 5, but the extent to which they directly contributed to the result is difficult to assess given the contribution of other actors in the arena.

IMPACT

EVALUATION QUESTIONS:

11. To what extent has the project contributed to the beneficiaries’ capacity (as well as the capacity of project implementors) to address wildlife crime?

12. To what extent has the project led to increase in prevention, detection, investigation and prosecution of wildlife and forest crime in the countries and demand reduction for wildlife products such as ivory and rhino horn?

One of the key drivers for the initiation of the Project was an understanding that capacity to tackle illegal wildlife trade was lacking in key countries. *‘Many countries are ill equipped to respond to the challenges of wildlife trafficking and organized crime generally... Asian countries identified for support under the project require technical assistance to respond to these challenges’*²². Under result areas 1, 2, and 3 it was previously noted in this report that those capacity building activities have broadly been delivered, and the Project can point to quantitative indicators that evidence this delivery as detailed in Table 3 overleaf.

Table 3 – Number of beneficiaries

CATEGORY	Year 1	Year 2	Year 3	Year 4	TOTAL
Enforcement agencies	519	799	423	309	2050
Criminal justice actors	171	98	56	50	375
Wildlife and Environmental authorities	259	482	608	366	1715
TOTAL	949	1379	1087	725	4140

Source: Annual Progress Reports Year 1 to 4 inclusive

Whilst managing to reach as many individual beneficiaries as possible is important, the Project recognised the need to provide additional, targeted support. The Project’s Law Enforcement Advisory Programme looked to deliver regular and sustained law enforcement mentorship support, rather than one-time training courses. This was trialled in Lao PDR and Myanmar during Year 2 of the Project and was developed in response to evaluation focus groups that were conducted in Lao PDR and Myanmar in February 2017 to assess the impact of UNODC’s capacity building efforts. Both countries’ police forces agreed that a more tailor-made assistance approach was required to increase the effectiveness of police investigations.

In the advisory programmes, a small team of senior international law enforcement advisors made regular visits to meet with a target group of 10-12 wildlife investigators. Each visit provided the opportunity for the advisors to refresh the investigators’ knowledge and adoption of specific investigation skills on transnational crimes;

²² Description of Action document, August 2015, p.3

advise investigators on how to utilise these techniques in real cases of transnational and national wildlife crimes; and support the interaction and exchange of intelligence with police authorities from other countries.

When considering the impact of the Project across the different result areas, one of the clearer and more easily evidenced impacts is upon awareness raising of wildlife and forest crime both nationally and regionally. This reflects result area 1 and its awareness raising component. Most notably the Project lobbied for the inclusion of a new area (wildlife and timber trafficking) within the list of SOMTC priorities. This idea was not entirely new, but it had previously failed due to some ASEAN Member States not supporting the idea. The Project offered to call another regional conference among SOMTC focal points to explain better the argument through additional research. Meanwhile the Project lobbied separately with those countries that were not in favour. Later, at the official SOMTC meeting in 2017 the proposal was presented, and all 10 countries approved it.

As well as raising awareness at a policy / regional level (and in the process helping to increase the priority of tackling the crime) the Project has made an impact at the national level. The Most Significant Change (MSC) narrations constantly highlight this aspect across all stakeholder groups. Often those involved in tackling the crime 'on the ground' were not aware of the impact that the crime had at a national or even a local level. Similarly, other criminal justice chain actors were unaware of the severity of the consequences of the crime, and some noted that upon being made aware of this, their commitment to tackling the crime was increased.

Result areas 2 and 3 looked toward improving the ability of the various agencies to investigate and prosecute illegal wildlife trade through training, cooperation, and with Project mentoring and advisory support. The Project could evidence some success stories.

In March 2020, Cambodian authorities seized a shipment containing animal bones and the authorities requested the support of UNODC to conduct DNA forensic analysis on those bones. Through the deployment of TRACE teams and the use of the portable laboratory PELTS, within 10 days an expert statement linked those bones to the DNA of African lions, a species whose trade is strictly regulated by international conventions. The expert statement became part of the evidence of the ongoing prosecution against the Vietnamese citizen found in possession of the bones. This is effectively one of the first times that DNA evidence is used as part of a wildlife prosecution in Cambodia.

In June 2020, a court in Vientiane (Lao PDR) issued a sentence of 2 years imprisonment, suspension of a licence and monetary fine for a Vietnamese businessman found guilty of possession and sale of illegally acquired wildlife. This case was central to the work of the UNODC Law Enforcement Advisory Programme in Lao PDR. Discussions among law enforcement officers and prosecutors focused specifically on planning the raid of the warehouse, handling evidence after the arrest, and supporting the prosecution process. This is one of the very few convictions for wildlife crime ever issued in Lao PDR.

The Project facilitated an investigation related to a multiple offender who conducted criminal activities both in China and South Africa. The suspect is a Chinese citizen and was arrested in Jiangmen China for trafficking 23kg of rhino horn from South Africa in May 2020. A joint investigation was initiated, where the suspect's criminal record in South Africa was shared with ASB China through the facilitation of the Project. This criminal record was utilized to support the prosecution case.

Not all Project efforts to bring the appropriate countries and agencies together worked. Operation Tusk Force was a 2019 cross-border operation which did not produce the expected result. The Project learned from this experience and a more robust procedure for ensuring the best environment for international cooperation exists has been instigated. This highlights the need for any similar future project that is looking to achieve impact in tackling illegal wildlife trade crime to ensure early identification of individuals and agencies that are willing to cooperate.

Linked to previous observations related to measuring the relative effectiveness of various capacity building activities (see p.17), similarly the longer-term impact of different Project activities is proving difficult to capture. The quantitative data on number of beneficiaries reached along with the qualitative data captured

in ‘success stories’ are steps along the right Results Based Management (RBM) path to assessing the activities providing the greatest impact. However, any future similar project should invest more effort at the Project design phase in considering how capacity building impact should be measured. There would be value in focusing attention on the continuum of ‘crime scene to court’ activities that could contribute to positive impacts such as that seen in the Lao PDR example above.

Under result area 4 at the start of the Project, the level of capacity at the different MIKE sites varied tremendously. Some hardly needed any support at all, whereas others need a lot of support to even achieve the basics. Nevertheless, even those with significant capacity, expressed their appreciation for the project activities. Before this Project the last data submission was 2014. The Project was able to get all of the MIKE sites submitting data again – and also retrospectively filling in the gaps from previous years. Data has now been submitted for all sites to the end of 2018. South Asian sites are still working on 2019 submissions, while some SEA sites are already preparing 2020 submissions. In response to some concerns about the MIKE reporting tools being somewhat old-fashioned, an on-line reporting database was developed, and some capacity to use it was built. It is already being used by Malaysia, Myanmar, and Thailand. The project was effective in creating a new baseline after a significant gap. However, information on patrol effort which was also hoped for, has been less forthcoming, and the countries regard this information as more sensitive. Data on illegal killing of other species has also been difficult to collect.

One interviewee stated that in Thailand, where the project provided drones to both sites, Kuiburi had much more experience than Salak Phra in using drones. Salak Phra therefore learned from Kuiburi. They met up on a monthly or bi-monthly basis. There was good cross training between sites. This capacity development was not implemented directly by the Project but happened as a result of the Project providing more drones to them. What can at least be said is that even if the Project did not directly provide training in the use of drones, there are now more people at the two MIKE sites in Thailand who are capable of using drones in elephant management activities than there were before the Project.

The regional workshop on HEC was sufficient to get people interested and provide them some basic information and understanding of principles and processes. These events are good for sharing approaches that can be tried, but HEC is very site and context specific, and these regional events need to be followed up by more in-depth activities in the field. However, one beneficiary interviewee noted that the HEC Masterclass was a good opportunity for networking and provided the basis for deeper engagement with the Asian Elephant Specialist Group (AESG) and other experts, while in Nepal they thought the workshop was so useful they replicated it at the national level. In India the project worked on an online decision support tool which uses data about elephant populations, incidences of HEC – location, time, etc. – it is now being made available to government wildlife officials in different states and has now been officially adopted by the government.

The Law Enforcement Capacity Assessment (LECA) was developed in a previous phase of MIKE, to help sites understand where the gaps in their capacity are, helping to build a baseline and identify what can be done to support them. In this Project, the LECA was used to essentially develop a new baseline. Some of the LECAs were only carried out near the end of the Project – e.g. Nam Poui in Laos was only done in 2020, and Indonesia was never completed.

Most national level beneficiaries said that the Project work on results 4 and 5 was not significant enough – in terms of scale, or in terms of in-depth work, to really be considered as having an impact. However, in Viet Nam the project had a positive impact on bringing international attention to Cat Tien National Park. The Project together with other actors also helped achieve a significant impact in terms of the approval of the Cambodian Elephant Action Plan.

At the last CITES COP, the Secretariat was instructed to report on who is reporting properly on their stockpiles and who is not, and also to develop guidelines for stockpile management for the countries. As part of this Project, TRAFFIC developed these guidelines for the CITES Secretariat and they were widely recognised as a very good piece of work, being very comprehensive. From the CITES perspective, this is one of the best deliverables of the project in result 5, with most value, and most likely to have some long-term impact.

The most significant change for R4 was identified as turning around the lapses in submission of MIKE data from the MIKE sites, picking up the engagement of the sites again, motivating them to collect and compile data and submit MIKE reports regularly once more. There has been a renewed recognition of MIKE and willingness to participate and contribute data. Overall, we can see a big improvement in data collection – including Sri Lanka for the first time ever reporting to MIKE. One aspect of this improvement was in the second year of the Project, the development of the on -line platform for recording MIKE data. Before this, MIKE still relied on physical bits of paper being collected and then put into different formats of excel sheets.

Another significant change was the development of the data analysis system in India which now covers more than half of all Asian elephants. The most significant change for R5 was the work on ivory stockpiles which was described as “awesome” providing clear and detailed guidance to range states on this matter.

SUMMARY – IMPACT

The adoption by ASEAN of wildlife and timber crime as a SOMTC priority area, the fact that Governments are now complying with CITES requirements for MIKE reporting, and Stockpile Management Guidelines, are all positive impacts from the Project. There is indication that the movement of Project focus from stand-alone training seminars, meetings etc. to a more tailored, advisory, and mentoring approach is working. There is a need for any new, similar project to consider in more detail how the relative impact of Project activities can be measured.

SUSTAINABILITY

EVALUATION QUESTIONS:

13. To what extent have the States taken over the project activities and contributed own resources to their implementation?

14. To what extent have the skills and knowledge been used in country operations regarding investigations and prosecutions of wildlife crime?

15. To what extent have any legal/policy changes made it easier or more challenging for law enforcement authorities to tackle wildlife crime?

The sustainability strategy of the Project was given prominence within the ‘Description of Action’ document which stated *“It is critical that actions under this project are clearly aimed towards a sustained response by national governments to wildlife crime. It also noted “UNODC has been working for over 40 years in the area of countering transnational organized crime, and one of the key lessons learnt is unsustainable capacity building, such as short-term/one-off training, which does not effectuate a real impact. In the project, these will be addressed through the use of a ‘desk-to-desk’ model of capacity building within government institutions that places a UNODC/CITES national or international expert (mentor) alongside staff within the institution for a medium-term period of time. The respective mentors will work with government counter-parts to establish internal systems and work methods that continue past staff changes.”*²³.

Support to existing systems is further accommodated under result area 3 where it is noted that *“The Result builds on the positive engagement of national wildlife authorities and enforcement agencies spearheaded by the CITES and UNODC and represents a crucial aspect of the project efforts to achieve sustainability by enabling*

²³ Ibid p.6

national wildlife management agencies to collaborate with their international counterparts to combat wildlife crime, as well as enhancing collaboration between national law enforcement agencies and the judiciary”²⁴.

Evidence from the evaluation showed that the Project recognised from the outset the importance of sustainability and an express commitment to addressing its challenges. The awareness raising at a regional level, through the work done by the Project with ASEAN and its Member States, was to provide a legacy for the Project. In addition, the networks (formal and informal) created due to the capacity building activities of the Project, were to provide some sustained cooperation and partnerships utilising the skills and knowledge gained by the Project beneficiaries.

Yet, as the Project advanced there was little elaboration on how well the sustainability strategy was working. During the mid-term steering committee meeting of June 2018, the meeting report further notes under ‘challenges’ that *“Prior to this project there has been a lack of continuity and gap in support for MIKE programme implementation which has impacted the countries in the South Asia and Southeast Asia sub-regions. To avoid repeating these issues, and for long term sustainability and continuity, effort should be made to identify the means to provide longer-term funding for this programme”²⁵.* The ROM report under its assessment on sustainability also stated *“Consequently, the support of UNODC to national governments in the fields of legislation, law enforcement and international and regional coordination will have to continue, once the EU funding has ended”²⁶.*

One of the professed approaches for achieving sustainability by placing mentors within critical institutions and agencies for a sustained time, did not materialise. The list of Project activities in Result areas 1, 2, and 3 from 2016 to 2019 details one mentoring activity and thirty-six training activities. In part this was due to the reticence of some partners to accept such arrangements, with one respondent noting, *‘We were not sure of the value of mentors embedded into one agency or ministry as their role would have to be clearly defined and it seems to be a resource heavy approach’*. Yet the Project did not pursue this option with any great vigour and relied more upon the general availability of mentors for short bursts of time, to engage with beneficiaries within the advisory service approach or to deliver more tailored, bespoke training. This is despite many stakeholders during interviews advising the mentorship approach should be deployed.

Linked to increasing effectiveness of Project activities there is a call to ensure that capacity building through training can be sustained by ensuring greater use is made of national experts and trainers. Additionally, the embedding of appropriate modules within law enforcement training academies was viewed as a worthwhile investment of Project resources in the pursuit of sustainability. Several interviewees were in favour of this approach with one noting, *‘support should be given to the Customs Academy to include the Countering Wildlife Trafficking (CWT) topic in their training programme’*.

There will be a further challenge to sustainability upon the conclusion of the Project when the advisory services offered will no longer be available through the Project. It is anticipated that the beneficiaries may still have access to those advisory services through UNODCs Global Programme on Wildlife and Forest Crime (WLFC) even after the Project has concluded. Yet, without dedicated funding this is not guaranteed and a potential vacuum of advice, guidance, and convening services could be created.

Past MIKE history has shown that when a project is no longer operating to continually encourage beneficiaries, momentum can be lost. For a number of years reporting levels fell without the direct support of an on-going project. This Project has developed a baseline useful for future efforts to build on. In theory all countries have signed up to CITES Res Conf10:10 so they should be doing this anyway, without somebody having to help/facilitate/support them, but that has not always been the reality. After a few years hiatus they are now all contributing information (even retrospectively), including Sri Lanka, which is contributing for the very first time – still it is difficult to know if they will continue without further Project support. CITES and IUCN believe

²⁴ Description of Action ORIGINAL, August 2015 p.15

²⁵ Mid-Term Steering Committee Meeting Report, June 2018, p.4

²⁶ Ibid p.6

that the MIKE data collection aspects of the project are sustainable in some sites but are still concerned about the sites with more limited capacity, which are still not adequately equipped.

Some people are eager to use the on-line reporting system because they have higher tech capabilities and they will certainly carry on using the system after the project ends, but a lot of sites still don't have good internet connections. For Southeast Asia, several interviewees noted that for Malaysia and Thailand, they were confident that if focal points are engaged on a regular basis, they will provide MIKE data through the online platform. For other countries this aspect may not be sustainable without further support. A new INL project will provide some further support to MIKE sites in Southeast Asia, but not including Cambodia, China or (now) Myanmar. Beneficiaries in Cambodia, Lao PDR, Thailand and Vietnam all confirmed that they would continue to provide CITES MIKE data.

One interviewee suggested that through the LECAs, gaps have been identified and individual sites/countries can also use these assessments now to conduct their own fundraising to raise money from donors for projects and activities to address these gaps. However, others thought that this was unlikely to happen, and that many would not conduct future updates of the LECA by themselves, as they don't really see the LECA as being that useful for them.

IUCN and beneficiaries agreed that the SMART and HEC trainings were not sufficient to sustainably build capacity in these areas. SSOs noted that some sites/countries are already doing well but want more advanced technical support for higher level data analytics, etc., whilst others are just starting and without support might not continue – e.g. Nam Poui in Lao PDR. SSOs also noted that some countries e.g. Sri Lanka and Malaysia, may have the resources to maintain the capacity building advances that the Project made but others might struggle.

With regards to early warning systems for elephants posing a danger to nearby communities, the Project did a good job of demonstrating effective use, and catalysing interest in these approaches. The early warning system deployed in e.g. N. Bengal has aroused a lot of interest, and the company that produces it has now had 40-50 more orders for those devices since then. There was no follow-up post-training evaluation that might have been done to assess if beneficiaries are actually using new skills and knowledge acquired in training on SMART patrolling and on Human-Elephant Conflict Mitigation that was provided under result 4. Therefore, it is difficult to understand to what extent there is sustainability of anything that was provided in the training.

CITES and TRAFFIC identified that the ivory stockpile issue will be high on the CITES agenda, and there will be significant pressure on those who are not complying with the agreed reporting requirements. In this respect the guidelines produced by TRAFFIC will certainly be put to good future use. One of the last deliverables of R5 is a training course on stockpile management, using the guidelines.

While market surveys conducted by TRAFFIC cannot be repeated without additional funding, the governments can at least now target their surveillance and inspection efforts to the hot-spots identified in the TRAFFIC surveys.

Prospects for sustainability in some countries were limited by:

- Limited buy-in – they saw this as just a one-off project
- Rapid turn-over of personnel – in one site there were three different superintendents over a two-year period and the SSO had to start from scratch again with each of them

SUMMARY – SUSTAINABILITY

The Project has contributed to awareness raising in the region(s) and at a policy level there is the strong likelihood of a positive legacy being delivered. The networks established by the Project should continue and there seems to be a good chance that most of the MIKE sites will continue to provide data even after the Project ends, and ivory stockpile guidelines will help direct future action in a number of countries. The extent to which operational investigative success across borders will continue without the advisory services and availability of Project staff is less clear, although indication has been given that UNODC under its WLFC Global Programme may continue the advisory services. Yet, without dedicated funding this is not guaranteed.

HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

EVALUATION QUESTIONS:

16. To what extent were human rights, gender aspects and leaving no one behind mainstreamed in the development and implementation of the project?

17. How could human rights, gender aspects and leaving no one behind be further mainstreamed in the design and implementation of future similar projects?

HUMAN RIGHTS

Annex 15 of the 2015 European Union document²⁷ which lays out the funding commitment of the EU to the Project notes that UNODC project management and CITES learned lessons from other project and programme implementations in the wildlife arena. Those included cross-cutting issues, one of which was human rights, where it was recognised that *‘Human rights are of relevance in this programme, e.g. the human rights situation in a certain country should be analysed before activities are undertaken, through the implementation of the ICCWC Wild-life and Forest Crime Analytic Toolkit, and be taken into consideration when implementing and evaluating the programme’s activities’*. However, there was no in-built approach to these issues and nothing bespoke has been developed since. It was noted that there is usually a section in a project document that deals with this. However, it was concluded that because of the fragmented way the project documentation was developed, this slipped through the cracks.

During some of the UNODC-led capacity building training activities human rights were introduced as a stand-alone module. Even if there was no stand-alone input many interviews noted that *‘the course instructors always emphasized the requirement that law enforcement staff must ensure the rule of law and human rights for the arrested and the accused people’*. IUCN has a well-developed Environmental and Social Safeguards Management System that has been in place for a number of years before the Project started. The Project was put through this screening – but it did not trigger any areas of concern. Following their own safeguards IUCN

²⁷ C_2015_5793_F1_ANNEX 15

was quite careful in the equipment provided to MIKE sites – they did not purchase things that might be misused or potentially used in abusive situations. In the MIKE component, training activities with rangers focused only on data collection, and not on enforcement-related work – which would have raised more concerns within IUCN about potential risks related to human rights. In the MIKE benchmarks /LECA assessments, one of the components is looking at management effectiveness of law enforcement – and how law enforcement engages with local communities – so they score higher if they are working collaboratively with the local communities.

One interviewee noted that amongst groups working on wildlife trafficking in recent years there have been a lot of calls for stiffer penalties when offenders are prosecuted. *“Everybody wants to see those higher up in the criminal syndicates be put behind bars for as long as possible, but often we are seeing people much lower down in the system being jailed for many years for relatively low-level poaching offences”*. This interviewee concluded by saying *“I think it is more important to call for appropriate penalties”*. Another interviewee while noting that HEC is the cause of retaliatory killings, reported that *“I’m uncomfortable with extreme emphasis on poachers while ignoring the broader societal conditions that create people who are willing to kill elephants”*.

There are potential areas where a focus on human rights for any future project could bring benefit. As noted above, there is room for an examination of human rights in the context of local livelihoods and low-level poaching offences. In addition, there are the protection of human rights elements in the arrest, interrogation, detainment, and prosecution of suspects, as well as recognising the human rights of law enforcement and other criminal justice officials whilst discharging their duties in challenging environments.

GENDER EQUALITY

The EU now requires that as a minimum all projects report on sex disaggregated data, that specific activities are developed for women only (e.g. women only workshops), and that there are gender targets built into log-frames. Only the recording of sex disaggregated data occurred during the Project. Regarding Project activities, there were a total of 4,140 individual beneficiaries (see Table 3 p.28) of which 640 were women, equating to 15.5%. All implementing partners request that women are encouraged to apply for and attend the various Project capacity building activities. As noted by almost every respondent, the law enforcement arena is male-dominated but the Project had not fully engaged to exert influence when trying to promote and encourage female representation.

Similar observations were made by IUCN and most of their beneficiaries who noted that protected area management agencies, and the ranger profession are dominated by men, and there were not really many opportunities to address gender. IUCN did informally ask some of the MIKE sites if they had any female rangers who could participate in the activities. In some cases, there were female staff from MIKE sites.

Covid-19 has forced more remote / virtual capacity building via on-line training etc. This might provide a ‘lesson learned / good practice’ that may remove some barriers to women’s engagement with those types of capacity building activities. For example, some women cite an unwillingness to travel, to take many days away from home and family, cost of attending as limiting factors. Virtual / on-line training might remove some of those barriers.

There was a long debate on gender issues in the steering committee meeting. However, it did not lead to anything concrete beyond sex-disaggregated workshops. And even within project management there was recognition that the skill-set to integrate gender issues into Project activities was lacking. One aspect that could perhaps be considered is whether there are different impacts of HEC on men and women.

LEAVING NO ONE BEHIND

The concept of leaving no one behind (LNOB) was not considered at the outset of the Project since it was only endorsed by the UN's Chief Executives Board in November 2016²⁸. It was not incorporated in any future reporting or log-frame revisions. Any new Project should look to gather the additional information required to address this issue which would include relevant data from baseline assessments that would highlight aspects of discrimination and inequality.

SUMMARY – HUMAN RIGHTS, GENDER EQUALITY AND LEAVING NO ONE BEHIND

The Project did not consider human rights or gender equality from the outset. The rushed and disjointed Project design contributed to this omission however there was little redress made during the life of the Project. Although it would not have been expected that the Project acknowledged the LNOB aspect at its inception, there was opportunity during the Project to recognise and accommodate it.

²⁸ <https://unsdg.un.org/2030-agenda/universal-values/leave-no-one-behind>

III. CONCLUSIONS

The Project overall was relevant and remains so with many stakeholders disappointed that the Project is coming to an end. Yet the design of the Project was not conducive to collaboration between the different components. In fact, it is not clear how the components would realistically link together in a Theory of Change or Results Chain. Consequently, there was little interaction and limited direct communication between UNODC project management, IUCN and TRAFFIC, with each organisation concentrating on implementing their own activities. Beneficiaries were not aware of the overall project and each one only knew about that part of the project with which they were specifically involved.

The law enforcement result areas 1, 2, and 3 led and run by UNODC project management were generally successful, most activities identified in the initial log-frame were delivered and almost all the indicators reached. There was success at a policy level, most notably the adoption by ASEAN SOMTC of a new priority area focused on wildlife and timber crime. National governments awareness on the negative impact of illegal wildlife trade crime was increased and – in places – this was reflected in an increased prioritisation within national frameworks. However, progress in achieving changes in national legislation to increase the deterrent effect has not been as successful.

The support to specific, on-going investigations through the Project's advisory services has proven a successful model and is built upon the trust engendered between both the Project and the various individuals and agencies that have been party to the Project's capacity building activities. This trust building through formal and informal networks established during meetings, conferences, and training activities relies heavily upon the Project staff and their knowledge of the national context and important national actors. This advantage that field-based, Project staff can bring should not be underestimated.

The Project can evidence occasions where their intervention has supported successful investigations and prosecutions. The need for the support to follow a 'crime scene to court' continuum has been identified and the advisory services approach can provide access for investigators, prosecutors, and judges to the advice, guidance, and support they may need. Although the completion of the Project may not necessarily mean the withdrawal of the advisory services, there is concern that without dedicated funding gaps may appear in the support.

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. The relatively small EUR 5m budget was used efficiently and no evidence of wastage of donor funds was found.

The Project was successful in getting MIKE sites to regularly report data (including Sri Lanka for the very first time), and even to fill in gaps from previously missing years, but while the MIKE sites now comply with this requirement, they do not feel that there is any benefit coming back to them in return. They are not aware how the information is analysed or used, and they feel that MIKE is not really helping them to address the key elephant conservation issues which relate to HEC and retaliatory killings. In fact, MIKE provides analysis to national focal points of Range States in sub-regional meetings, but this is clearly not trickling down to the site level. While some improvements to MIKE have been made, such as the development of an on-line reporting database, only a few of the countries are using it, and even these countries are not using its full potential (e.g. using the mapping function to visualise temporal and spatial trends in data points).

HEC is the main challenge at most if not all MIKE sites. The project did provide some assistance in terms of provision of small amounts of equipment, development of pilot early warning systems in a small number of sites, and one regional training course, but this is just the tip of the iceberg in terms of addressing unmet needs to help sites address this growing issue. This part of the project was underfunded in terms of making a significant impact on HEC at 14 sites across the region.

Stockpile work was much more challenging than anticipated - even after the ROM and the decision to focus on stockpile work in only three countries -TRAFFIC was not able to make any real on the ground/hands-on

progress in any of them. Cambodia seemed to provide the most promising opportunity, but unfortunately COVID-related travel restrictions prevented the planned hands-on work from taking place. On the other hand, TRAFFIC did produce comprehensive guidelines that are highly appreciated by CITES, and the CITES Secretariat will use these to encourage countries to take action in line with the guidelines. Regarding Covid-19 as a whole, there was some impact on capacity activity delivery, but the Project did adapt and provide on-line support and training where possible.

The title of the Project, and the long-term objective gave the impression that the Project would directly address demand for illegal wildlife products, which was not actually the case. Instead, TRAFFIC conducted market surveys and developed a paper on understanding the linkages between demand and trafficking, that was also discussed in an expert workshop.

The Project struggled to make headway on human rights (HR) and gender equality (GE) issues. Although initially recognised as important during the Project planning phase there was no discrete HRGE strategy included in the Project documentation. The speed with which the Project was designed along with the challenges noted in creating a unified Project from disparate areas with different implementing partners led to this omission. The concept of 'Leaving No One Behind' appeared after the Project had been formalised however, like HRGE, it did not feature in any Project revisions.

RECOMMENDATIONS

All recommendations and considerations are in relation to any future similar projects. They are split into two sections: Recommendations for UNODC and Considerations for CITES MIKE reflecting the two distinct aspects of this Project namely i) law enforcement and ii) MIKE and demand reduction and the fact this is an evaluation of UNODC and its role in the implementation of the Project.

UNODC

RECOMMENDATION 1 – PROJECT DESIGN

The project design was primarily conceived for administrative efficiency and the rationale behind the merging of law enforcement and demand management / reduction objectives into one Project was not clearly established. During the life of the Project there was little attempt made to integrate the LE and demand reduction result areas. This, of itself, indicates a flawed design with Project partners not immediately aware of any obvious added value to increased integration.

- *Project Management at UNODC Sustainable Livelihoods Unit (SLU):* Project design to be centred on the Theory of Change, clearly establishing how law enforcement and demand management / reduction are complementary and how they can be integrated to achieve one common objective. The interests of the donor, roles of the implementors and the needs of the intended beneficiaries should be clarified and carefully balanced. All elements of the project must be necessary and taken together they must be sufficient to deliver the project objective. If implementation requires both sub-contracts and multiple sub-sub-contracts, then adequate time needs to be allowed in the project schedule for these to happen before implementation starts (timeframe n/a).

RECOMMENDATION 2 – CAPACITY BUILDING – THEORY OF CHANGE

The Theory of Change for result areas 1, 2, and 3 envisaged certain capacity building activities occurring concurrently and running in parallel. Whilst this did deliver positive results it is assessed that more effective results can be achieved by focusing upon certain activities at certain times during the lifetime of the Project.

- *Project Management at UNODC Sustainable Livelihoods Unit (SLU):* Address law enforcement capacity building activity through a step-by-step process. These steps are: 1) Awareness raising with key stakeholders of the negative impact of Wildlife and Forest Crime on their country; 2) Multi-agency, multi-national, meetings and workshops aimed at developing knowledge and skills to tackle WLFC and foster formal and informal networks for information sharing; and 3) Provision of specialised training, embedded mentors, and advisory services targeting the tactical / operational investigatory level including support to prosecutors (timeframe n/a).

RECOMMENDATION 3 – CAPACITY BUILDING – TRAINING

The Law Enforcement result areas partially relied upon the delivery of various training courses. Whilst the quality of the course material and those delivering the training were rated highly there are some areas where improvements to effectiveness and sustainability could be realised.

- *Project Management at UNODC Sustainable Livelihoods Unit (SLU):* Include the following aspects of 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. This should include a Train-the-Trainer approach;
- 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. This will require a systematic follow-up over a sustained time (timeframe n/a).

RECOMMENDATION 4 – CRIMINAL JUSTICE CHAIN

As the Project developed it became evident that support to the entire criminal justice chain was required to bring a successful prosecution for illegal wildlife trade crime. In those cases where success has been achieved the Project – primarily through its advisory services – has provided that multi-layered support. Thus, this Project has provided a 'proof of concept' for future projects.

- *Project Management at UNODC Sustainable Livelihoods Unit (SLU)*: Recognise the complexity of bringing successful prosecutions and ensure their support covers the entire criminal justice chain from 'crime scene to court'. The development of the Law Enforcement Advisory Programme which identifies the national need and provides the advice, guidance, and access to the support required by investigators, prosecutors and the judiciary is a proven model to be adopted (timeframe n/a).

CONSIDERATIONS

CITES MIKE

CONSIDERATION 1 – CITES MIKE

MIKE is accepted as important, but in Asia in its current form it is largely not seen as helping address key elephant conservation issues.

- Any future *project or programme implementers*: Continuously support MIKE in Asia. Careful consideration should be given to whether this future project or programme should:
 - i) continue to bundle this support with activities that are addressing transnational organised crime, as in the present project;
 - ii) Implement MIKE as a stand-alone project; or:
 - iii) be integrated as part of a bigger project or programme to support key elephant conservation and management challenges in priority landscapes in Asia.

The CITES-MIKE programme should continue to develop the on-line reporting database and provide additional training in its use to MIKE Site personnel and national focal points. In countries with small numbers of elephants, and even smaller numbers of recorded illegal killings, MIKE should consider using national figures, rather than just individual MIKE site figures. The decision-making process for agreeing to such changes needs to be clarified to the countries. CITES-MIKE should continue to collaborate with IUCN in Asia because of their presence and reach in the Asian Elephant Range States (timeframe n/a). These issues could be discussed and clarified up to and including the next CITES CoP in 2022.

CONSIDERATION 2 – HUMAN-ELEPHANT CONFLICT IN ASIA

Human Elephant Conflict (HEC) is already significant in many parts of S. Asia and is becoming increasingly so in many parts of Southeast Asia. In Thailand for example, elephant populations are growing at up to 9% per annum, and many protected areas are witnessing a growth in HEC. A number of different types of early warning systems, appropriate for different contexts, have been developed in India, Bhutan, Thailand and elsewhere, and a variety of approaches to managing HEC are being used across the region.

- *IUCN and the AESG together with development partners such as the EU:* Further develop and build on the different approaches to addressing HEC, and to increasingly share good practices and build more capacity of both protected areas personnel and local communities to manage HEC. This could be built into the species work programme of IUCN ARO along with IUCN tasking of the AESG to explore different options for long-term management of elephants in countries with growing elephant populations in IUCN's next intersessional programme (2021-2024).

CONSIDERATION 3 – ON-LINE WILDLIFE TRAFFICKING

Wildlife trafficking is increasingly moving on-line. Although TRAFFIC has already started to research on-line trafficking it is still not yet as well understood as illegal wildlife trade in physical shops and markets.

- *TRAFFIC:* Continue to explore and study the overlaps between on-line wildlife trade and physical trade, including a focus on the logistics and transport aspects of the on-line trade (timeframe n/a).

V. LESSONS LEARNED AND BEST PRACTICES

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 – but when something is set up that is as complex as this Project – it should have a starting date after all the sub-contracts with key partners are signed, not just after the main contract is signed.

Designing a complex project requires sufficient time and a well-coordinated design process: Brainstorming discussions and joint write-shops involving UNODC project management, CITES, IUCN and TRAFFIC would have produced a better design and would have allowed linkages, complementarities, and synergies to be better explored and developed.

Country context: It is important to design and implement a project in a way that is appropriate to the context of each country, for example, considering different levels of capacity in each country; finding ways to make a project interesting or appealing to the recipient government agencies, and helping to address their real needs.

BEST PRACTICES

Technical solutions: The South Asia Sub-Regional Support Officer (IUCN office in South Asia) managed to gain the collaboration of government counterparts, by first providing something that they found to be useful and helpful. He developed and piloted a database management system as a smart phone App, which enabled managers to see maps of the carcass data and understand the spatial patterns of their distribution. It was subsequently adopted by the Government of India and integrated into the national elephant monitoring system throughout the country. The Project also took the opportunity provided by Covid-19 restrictions to develop more on-line learning. There are potential efficiency savings in identifying which aspects of face-to-face training could be replaced by distance / on-line learning without losing effectiveness. In relation to Human-Elephant Conflict (HEC) management, several different types of early warning systems were developed in South Asia, that are effective in different contexts, which should be promoted more widely, and the additional use of drones added value to existing HEC management efforts in Thailand.

Field-based Project staff: Understanding the local, and national context within which the capacity building activities take place is critical in promoting governmental buy-in and support. The Project identified the need to ensure the activities provided catered for the needs of the beneficiaries including at both policy and operational levels. This was primarily achieved through utilising the skills, knowledge, and expertise of field-based Project staff who identified the right individuals to approach and developed the professional relationships with those key stakeholders to promote and then deliver the agreed activities and support.

Trust in specific individuals responsible for implementation is important and leads to better results: When working with government agencies on sensitive issues (such as sharing of information about elephant deaths that could potentially highlight their limitations or supporting on-going investigations into wildlife crime) it is critical that the Project staff, experts, and consultants are trusted by all partners. The Project recognised this aspect and the quality of staff utilised by the Project engendered the levels of trust required.

ANNEX I: TERMS OF REFERENCE

UNITED NATIONS OFFICE ON DRUGS AND CRIME
Vienna

TERMS OF REFERENCE

FINAL INDEPENDENT PROJECT
EVALUATION
OF

*“LAW ENFORCEMENT AND DEMAND
MANAGEMENT OF WILDLIFE IN ASIA”
PROJECT*

IMPLEMENTED UNDER THE UNODC GLOBAL
PROGRAMME FOR COMBATING WILDLIFE AND
FOREST CRIME (GLOZ 31)



UNITED NATIONS

Vienna, 2021

Background and Context

Project/Programme number:	GLOZ31
Project/Programme title:	“Law Enforcement and Demand Management of Wildlife in Asia” implemented under the Global Programme for Combating Wildlife and Forest Crime
Duration (dd/mm/yyyy-dd/mm/yyyy):	1/05/2016-5/04/2021
Location:	Southeast Asia (Cambodia, China -including Hong Kong SAR, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Thailand, and Viet Nam); South Asia (Bangladesh, Bhutan, India, Nepal and Sri Lanka).
Linkages to Country, Regional and Thematic Programmes:	Indonesia Country Programme (2012-2015), Myanmar Country Programme (2014-2017), Regional Programmes for South Asia; East Asia and the Pacific
Linkages to UNDAF’s strategic outcomes to which the project/programme contributes ¹	Thailand (2017-2021)
Linkages to the SDG targets to which the project contributes:	14; 15; 16
Executing Agency:	UNODC/Sustainable Livelihoods Unit (SLU)/Regional Office for South East Asia and Pacific (ROSEAP)
Partner Organizations:	Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Secretariat – Monitoring the Illegal Killing of Elephants (MIKE) Programme
Total Approved Budget (USD):	5,000,000
Total Overall Budget (USD):	5,000,000
Total Expenditure by date of initiation of evaluation (USD):	4,700,000
Donors:	European Union
Project/Programme Manager:	Mr. Jorge Eduardo Rios, Chief, Global Programme for Combating Wildlife and Forest Crime, UNODC/Sustainable Livelihoods Unit (SLU) with support from Mr. Giovanni Broussard, Programme Management Officer, ROSEAP
Type and time frame of evaluation: (Independent Project Evaluation/In-depth Evaluation/mid-term/final)	Final Independent Project Evaluation 4 January 2021- 1 April 2021
Time frame of the project covered by the evaluation (<i>until the end of the evaluation field mission</i>):	1 May 2015- 31 December, 2020
Geographical coverage of the evaluation:	South Asia and South East Asia more generally with a focus on Cambodia, China, Lao PDR, Nepal, Thailand, Vietnam as follows: Results 1-2-3: focus on Lao PDR, Thailand and Vietnam,

¹ United Nations Development Assistance Framework

	with a separate interview with a counterpart in China. Result 4: focus on Thailand, Vietnam and Nepal Result 5: focus on Thailand, Lao PDR and Cambodia
Budget for this evaluation in USD:	60,000
Number of independent evaluators planned for this evaluation:	One lead evaluator, one subject matter expert, two national M&E experts
Type and year of past evaluations (if any):	N/A

Project overview

In 2015, UNODC and Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and its MIKE Programme joined forces to address demand for wildlife and law enforcement gaps in Asia fighting wildlife trafficking. The project titled “Law Enforcement and Demand Management of Wildlife in Asia (GLOZ 31)” was approved by the European Commission for funding and UNODC signed the indirect management contract with the EU, where CITES, through its programme on Monitoring the Illegal Killing of Elephants (MIKE), became the Implementing Partner for specific outcomes. The overall aim of the project has been to address the serious problem of international trade and demand for key African wildlife species in Asia, in particular African elephants, rhinos and pangolins, as well also targeting efforts to reduce the illegal killing of key Asian wildlife species impacted by international trade, such as the Asian elephants, rhinos and tigers. To achieve this, the project has worked towards strengthening capacity and awareness in Asian countries aimed at combating illegal trade in key wildlife species, in particular strengthening national-level legal frameworks for combatting wildlife trafficking and crime, strengthening capacity for investigating and prosecuting wildlife trade incidents and tackling local markets, building collaboration in wildlife crime and trafficking prevention nationally and regionally, documenting and combatting illegal killing of key Asian wildlife species in key protected areas, and strengthening measures to increase understanding of governments and decision makers concerning the impact of wildlife trade on the conservation status of key species. The project has 5 key results:

Result 1: National legal frameworks to combat wildlife crime and trafficking are strengthened and awareness on the impact of the illegal wildlife trade among law enforcement, prosecution and judiciary is improved- led by UNODC

Result 2: National intelligence gathering and analysis, investigative and prosecution capacity for combatting illegal trade in ivory, rhino horn, pangolins and other African and Asian species is strengthened in key Asian countries- led by UNODC

Result 3: Strengthened regional and international cooperation, and national inter-agency cooperation, in combatting illegal wildlife trade – led by UNODC

Result 4: Law enforcement management and monitoring capacity strengthened across key elephant and rhino sites in South and South-East Asia, including the collection of regular and reliable information on the illegal killing of elephants and other key species impacted by trade and the effectiveness of associated protection efforts – led by CITES MIKE

Result 5: Critical information on the status, illegal trade and offtake of key wildlife species and the demand for their products is used to influence decision makers and to inform wildlife crime enforcement and demand-side strategies and interventions- led by CITES MIKE

Key stakeholders include CITES management authorities, MIKE focal points, law enforcement agencies, wildlife and forestry authorities, anti-poaching units, legislators, prosecutors, judiciary.

The project implementation started on May 1st, 2016 running through April 5, 2021

I. PURPOSE OF THE EVALUATION

The Final Independent Project Evaluation of the Project “Law Enforcement and Demand Management of Wildlife in Asia” (GLOZ31) will be conducted in line with UNODC and UNEG evaluation norms, standards, templates and guidelines.

The evaluation will be formative in nature and seek to derive recommendations, best practices and lessons learned, identify areas of improvement, get feedback and record achievements reached in the course of the project implementation

The final evaluation is provisioned in the project design and its findings will help to:

- Promote reflection and learning by key stakeholders as to what has worked well and what can be improved in future similar projects, including for policy revision;
- Help identify issues which must be addressed in future similar projects in order to more effectively support output and outcome achievement, including promotion of key cross-cutting themes;
- Enhance accountability and provide feedback to the project.

UNODC and European Commission will analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions for a new programme, subject to the funding availability.

The following OECD-DAC criteria will be assessed during the evaluation: relevance, efficiency, effectiveness, coherence, impact and sustainability. In addition, aspects of human rights, gender mainstreaming, and leaving no one behind will be assessed. The evaluation will specifically assess how gender and human rights aspects have been mainstreamed into the programme, using pre-determined criteria and rubrics as defined in the inception phase and data collection tools.

Given the broad range of countries covered by this project (14 between South and Southeast Asia) it is unrealistic to evaluate the activities in all countries. In December 2018 an independent expert was hired by the EU to conduct a Result-Oriented Monitoring Review. One of the recommendations to UNODC (R-3) was to concentrate national-level efforts in fewer countries, while maintaining all countries involved in regional activities. It was also recommended to increase the engagement with China. As a result, the large bulk of the activities under this project have taken place in the Greater Mekong Sub-region, with the exception of Result 4, which was implemented in all countries with MIKE sites (14).

However, in consideration of the presence of project staff, UNODC field offices, project partners like TRAFFIC and IUCN as well as relevant core learning partners, it is proposed to focus the evaluation in Cambodia, Lao PDR, Thailand and Vietnam. Nepal is included with special reference to Result 4.

It is also proposed to conduct at least one online consultation with CLP in China, given the importance of the country as the main destination country for wildlife trafficking.

The main evaluation users will include UNODC and CITES senior management, programme management, beneficiaries and key partners and the European Commission as the donor.

II. EVALUATION CRITERIA

The evaluation will be conducted based on the following DAC criteria: relevance, coherence, efficiency, effectiveness, impact and sustainability, as well as human rights, gender equality and leaving no one behind, and lesson learned and best practices. All evaluations must include gender, human rights and no one left behind. Ideally these are mainstreamed within the evaluation questions. The criteria of relevance, efficiency, effectiveness, impact and sustainability can be addressed as relevant to the evaluation purpose.

Evaluation criteria and questions should be selected to meet the needs of the stakeholders and evaluation context. The evaluation criteria and questions will be further refined by the Evaluation Team in the drafting of the Inception Report.

<p align="center">Relevance: Is the intervention doing the right thing?</p> <p>Relevance is the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.</p>
<p>1. To what extent have the objective and outcomes of the project been consistent and relevant with regard to identifying recipients' requirements, country needs, global priorities as well as partners' and EU policies?</p>
<p>2. To what extent have the 5 results of the project been relevant to achieving the project objective and meet the requirements of the beneficiaries?</p>
<p>3. To what extent was the design of the project fit for its main goals and objectives?</p>
<p>4. Was the project fit for purpose in the context of the growing interest in WLFC internationally and UNODC and CITES MIKE role therein?</p>
<p align="center">Coherence: How well does the intervention fit?</p> <p>The compatibility of the intervention with other interventions in the country, sector or institution</p>
<p>1. To what extent have roles and responsibilities in terms of partnerships and cooperation been clearly defined, realistically set up and fulfilled in this project?</p>
<p>2. To what extent did the project cooperate with partners (including UN agencies, CSOs, academia, etc.) in the achievement of results?</p>
<p align="center">Efficiency: How well are resources being used?</p> <p>The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</p>
<p>1. To what extent have the resources/inputs (funds, expertise, staff time, etc) been converted to outputs in a timely and cost-effective manner? What were the facilitating or hindering factors?</p>
<p>2. To what extent was the process for implementing the activities efficient (timelines, communication of results)?</p>
<p align="center">Effectiveness: Is the intervention achieving its objectives?</p> <p>The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.</p>
<p>1. To what extent have the 5 results of the project been achieved?</p>
<p>2. What are the facilitating and hindering factors for achievement or non-achievement of the results/outcomes and outputs?</p>
<p align="center">Impact: What difference does the intervention make?</p> <p>The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects</p>
<p>1. To what extent has the project contributed to the beneficiaries' capacity to address wildlife crime?</p>
<p>2. To what extent has the project led to increase in prevention, detection, investigation and prosecution of wildlife and forest crime in the countries and demand reduction for wildlife products such as ivory and rhino horn?</p>
<p align="center">Sustainability: Will the benefits last?</p> <p>The extent to which the net benefits of the intervention continue or are likely to continue.</p>
<p>1. To what extent have the States taken over the project activities and contributed own resources to their implementation?</p>
<p>2. To what extent have the skills and knowledge generated by the project been used in country operations regarding investigations and prosecutions of wildlife crime?</p>
<p align="center">Human rights, gender equality, and leaving no one behind: Has the intervention been inclusive and</p>

<i>human rights based?</i>
<i>The extent to which the project/programme has mainstreamed human rights, gender equality, and the dignity of individuals, i.e. vulnerable groups, including those with disabilities.</i>
1. To what extent were human rights and gender aspects mainstreamed in the development and implementation of the project?
2. How could human rights and gender aspects be further mainstreamed in the design and implementation of future similar projects?
Lessons learned and best practices
<i>Lessons learned concern the learning experiences and insights that were gained throughout the project/programme.</i>
1. What lessons can be learned from the project implementation in order to improve performance, results and effectiveness in future similar projects?
2. What good practices can be identified to be continued and or scaled up in future similar projects?

III. EVALUATION METHODOLOGY

The methods used to collect and analyse data

This evaluation will use methodologies and techniques as determined by the specific needs for information, the questions set out in the TOR and further refined in the Inception Report, as well as the availability of stakeholders. In all cases, the evaluation team is expected to analyse all relevant information sources, such as reports, programme documents, thematic programmes, internal review reports, programme files, evaluation reports (if available), financial reports and any other additional documents that may provide further evidence for triangulation, on which their conclusions will be based. The evaluation team is also expected to use interviews, surveys or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. While maintaining independence, the evaluation will be carried out based on a participatory approach, which seeks the views and assessments of all parties identified as the stakeholders of the project/ programme and establish the list of Core Learning Partners (CLP).

The evaluation team will be asked to present a summarized methodology (including an evaluation matrix) in the Inception Report outlining the evaluation criteria, indicators, sources of information and methods of data collection. The evaluation methodology must conform to the United Nations Evaluation Group (UNEG) Norms and Standards as well as the UNODC Evaluation Policy, Norms and Standards.

While the evaluation team shall fine-tune the methodology for the evaluation in an Inception Report, a mixed-methods approach of qualitative and quantitative methods is mandatory due to its appropriateness to ensure a gender-sensitive, inclusive methodology. Special attention shall be paid to an unbiased and objective approach and the triangulation of sources, methods, data, and theories. The limitations to the evaluation need to be identified and discussed by the evaluation team in the Inception Report, e.g. data constraints (such as missing baseline and monitoring data). Potential limitations as well as the chosen mitigating measures should be discussed.

The main elements of the evaluation process are the following:

- Preparation and submission of an Inception Report (containing a desk review summary, refined evaluation questions, data collection instruments, sampling strategy, limitations to the evaluation, and timetable) to IES through Unite Evaluations (<https://evaluations.unodc.org>) for review and clearance at least one week before any field mission may take place (may entail several rounds of

comments);

- Initial meetings and interviews with the Project Manager, UNODC and CITES staff (face-to-face or by telephone/skype/MS Teams etc.) as well as stakeholders during the field mission, given COVID-19 restrictions;
- Evaluation field missions combined with remote interviews (due to COVID-19 travel restrictions) for interviews (face-to-face or by telephone/skype/Teams), with key project stakeholders and beneficiaries, both individually and (as appropriate) in small groups/focus groups, as well as using surveys, questionnaires or any other relevant quantitative and/or qualitative tools as a means to collect relevant data for the evaluation. Given the broad range of countries covered by this project (14 between South and Southeast Asia) it is unrealistic to evaluate the activities in all countries. In consideration of the presence of project staff, UNODC field offices, project partners like TRAFFIC and IUCN as well as relevant core learning partners, it is recommended to conduct a more focused evaluation as following:
 - Results 1-2-3: focus on Lao PDR, Thailand and Vietnam, with a separate interview with a counterpart in China.
 - Result 4: focus on Thailand, Vietnam and Nepal
 - Result 5: focus on Thailand, Lao PDR and Cambodia

Assessment of Results 1-3 will focus on enforcement and criminal justice system capacity building of wildlife crime and results 4-5 on the wildlife elephant management conservation and monitoring in MIKE sites, market presence of illegal wildlife and, demand reduction to reduce poaching and demand for illegal wildlife, the management of wildlife stockpiles, and the development of measures to assess the impact of demand reduction interventions. The evaluation will have the interviews grouped around the two groups of stakeholders which will not necessarily be the same for results 1-3 and results 4-5.

- Analysis of all available information;
- Preparation of the draft evaluation report (based on Guidelines for Evaluation Report and Template Report to be found on the IES website <http://www.unodc.org/unodc/en/evaluation/index.html>). The lead evaluator submits the draft report to IES only through Unite Evaluations for review and clearance (may entail several rounds of comments). A briefing on the draft report with project/programme management may also be organized. This will be based on discussion with IES and project/programme management.
- Preparation of the final evaluation report and an Evaluation Brief (2-pager), including full proofreading and editing, submission to IES through Unite Evaluations for review and clearance (may entail several rounds of comments). It further includes a PowerPoint presentation on final evaluation findings and recommendations;
- Presentation of final evaluation report with its findings and recommendations to the target audience, stakeholders etc. (in person or if necessary, through Skype/Teams etc).

- In conducting the evaluation, the UNODC and the UNEG Evaluation Norms and Standards are to be taken into account. All tools, norms and templates to be mandatorily used in the evaluation process can be found on the IES website: <http://www.unodc.org/unodc/en/evaluation/index.html>.

IV. TIMEFRAME AND DELIVERABLES

<i>Evaluation stage</i>	<i>Start date (dd/mm/yy)</i>	<i>End date (dd/mm/yy)</i>	<i>Subsumed tasks, roles</i>	<i>Guidance / Process description</i>
<i>Inception Report (3-5 weeks)</i>	04.01.2021	21.01.2021	<i>Draft IR; Review by IES, PM; Final IR</i>	<i>Includes 2 weeks for review by IES</i>
<i>Data collection (incl. field missions) (2-6 weeks)</i>	01.02.2021	20.02.2021	<i>Field missions; observation; interviews; etc.</i>	<i>Coordination of data collection dates and logistics with PM.</i>
<i>Draft report (6-9 weeks)</i>	20.02.2021	10.03.2021	<i>Drafting of report; by evaluators</i>	<i>Includes 2 weeks for review by IES, 1 week by PM</i>
	10.03.2021	15.03.2021	<i>Review by IES; review by PM; revision of draft</i>	
<i>Draft report for CLP comments (2 weeks)</i>	10.03.2021	22.03.2021	<i>Compilation of comments by IES</i>	<i>Comments will be shared by IES with evaluators</i>
<i>Final report, Brief and PowerPoint slides (3-4 weeks), including presentation</i>	22.03.2021	31.03.2021	<i>revision by eval; review/approval by IES; incorporation of EFP/MR by PM</i>	<i>Evaluation report, Brief and slides are finalised. Includes 1 week for review by IES and 1 week for PM</i>

The UNODC Independent Evaluation Section may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

V. EVALUATION TEAM COMPOSITION

Role	Number of consultants/ evaluators (national/international)	Specific expertise required
Evaluation Expert	1 international consultant	Evaluation methodologies and approaches,
Substantive Expert	1 international consultant	Biodiversity conservation, illegal wildlife trade, the implementation of International Multilateral Agreement

Substantive Experts	2 national consultants	Vietnam, Thailand, experience in evaluation methodologies
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The evaluation team will not act as representatives of any party and must remain independent and impartial. The qualifications and responsibilities for each evaluation team member are specified in the respective job descriptions attached to these Terms of Reference (Annex 1). The evaluation team will report exclusively to the Chief or Deputy Chief of the UNODC Independent Evaluation Section, who are the exclusive clearing entity for all evaluation deliverables and products.

Absence of Conflict of Interest

According to UNODC rules, the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project or theme under evaluation.

Furthermore, the evaluation team shall respect and follow the UNEG Ethical Guidelines for conducting evaluations in a sensitive and ethical manner.

VI. MANAGEMENT OF THE EVALUATION PROCESS

Roles and responsibilities of the Project/Programme Manager

The Project team is responsible for:

- Managing the evaluation process
- drafting and finalizing the ToR,
- identifying stakeholders and selecting Core Learning Partners (representing a balance of men, women and other marginalised groups) and informing them of their role,
- recruiting the evaluation team following clearance by IES, ensuring issued contracts ahead of the start of the evaluation process in line with the cleared ToR. In case of any delay, IES and the evaluation team are to be immediately notified,
- providing desk review materials (including data and information on men, women and other marginalised groups) to the evaluation,
- reviewing the draft report and the draft Evaluation Brief for factual errors,
- developing a management response (MR) and evaluation follow-up plan (EFP) for the usage of the evaluation results and recording of the implementation of the evaluation recommendations (to be updated once per year),
- disseminate the final evaluation report and communicate evaluation results to relevant stakeholders as well as facilitate the presentation of evaluation results;

The Project team will be in charge of providing logistical support to the evaluation team including arranging the field missions of the evaluation team, including but not limited to:

- All logistical arrangements for the travel/data collection phase (including travel details; DSA-payments; transportation; etc.)

- All logistical arrangement for the meetings/interviews/focus groups/etc., (respecting potential COVID-related restrictions on travel and in-person meetings); ensuring interview partners adequately represent men, women and other marginalised groups and arrangements for the presentation of the evaluation results;
- Ensure timely payment of all fees/DSA/etc. (payments for the evaluation team must be released within 5 working days after the respective deliverable is cleared by IES).

Roles and responsibilities of the Independent Evaluation Section

The Independent Evaluation Section (IES) provides mandatory normative tools, guidelines and templates to be used in the evaluation process. Furthermore, IES provides guidance, quality assurance and evaluation expertise, as well as interacts with the project manager and the evaluation team throughout the evaluation process. IES may change the evaluation process, timeline, approach, etc. as necessary at any point throughout the evaluation process.

IES reviews, comments on and clears all steps and deliverables during the evaluation process: Terms of Reference; Selection of the evaluation team, Inception Report; Draft Evaluation Report; Final Evaluation Report, Evaluation Brief and PowerPoint slides on the final evaluation results; Evaluation Follow-up Plan. IES further publishes the final evaluation report and the Evaluation Brief on the UNODC website, as well as sends the final evaluation report to an external evaluation quality assurance provider.

VII. PAYMENT MODALITIES

The evaluation team will be issued consultancy contracts and paid in accordance with UNODC rules and regulations. The payment will be made by deliverable and only once cleared by IES. Moreover, 75 percent of the daily subsistence allowance and terminals is paid in advance before travelling. The balance is paid after the travel has taken place, upon presentation of boarding passes and the completed travel claim forms. Deliverables which do not meet UNODC and UNEG evaluation norms and standards will not be cleared by IES.

IES is the sole entity to request payments to be released in relation to evaluation. Project/Programme Management must fulfil any such request within 5 working days to ensure the independence of this evaluation process. Non-compliance by Project/Programme Management may result in the decision to discontinue the evaluation by IES.

ANNEX II: EVALUATION TOOLS: QUESTIONNAIRES AND INTERVIEW GUIDES

Semi-structured interview guides

The Independent Evaluation Section of United Nations Office on Drugs and Crime (UNODC) is in the process of undertaking a Final Independent Project Evaluation of UNODCs “Law Enforcement and Demand Management of Wildlife in Asia” Project which is run under UNODCs “Global Programme for Combating Wildlife and Forest Crime” The evaluation is undertaken in line with UNODC and UNEG norms and standards for evaluation.

The aim of the evaluation is to derive recommendations, best practices and lessons learned, whilst also identifying areas of improvement, getting feedback and recording achievements reached during project implementation. The evaluation will provide findings to help:

- Promote reflection and learning by key stakeholders as to what has worked well and what can be improved in future similar projects or programmes, including for policy revision purposes;
- Help identify issues which must be addressed in future similar projects in order to more effectively support output and outcome achievement, including promotion of key cross-cutting themes;
- Enhance accountability and provide feedback to the project.

The evaluation is being carried out by a team of external independent evaluators, consisting of an Evaluation Expert (Mr. Peter Allan), a Substantive Expert (Dr. Robert Mather) and two National Consultants Mr. Nguyen Manh Ha (Vietnam) and Ms. Soukanlaya Rattavong (Lao PDR).

Confidentiality: The interview is entirely confidential with all information received being aggregated and anonymised. No individual will be quoted nor will the organization they represent be identified. All information supplied will be deleted upon final clearance of the report.

NB. Only questions Nos. 1, 2, 3, and 4 will be asked of all interviewees. The subsequent questions under each stakeholder group are an indicative list of questions that will be asked dependent upon the interviewee and the nature of their engagement with the Project.

UNODC Staff (HQ and Field Offices)

Q1. What is the most significant change you have seen as a direct result of the Project?

Q2. To what extent are Human Rights incorporated into the Project?

Q3 To what extent is gender equality incorporated into the Project?

Q4. To what extent is leaving no one behind incorporated into the Project?

Q5. What are your thoughts on the internal logic of the log-frame, and the suitability of indicators and targets, as well as the availability of baseline information?

Q6. To what extent was the Project effective in achieving its desired results, and what factors influenced this?

- Q7. To what extent did the Project use the resources available efficiently, and what factors influenced this?
- Q8. What are your thoughts about the quality and timeliness of deliverables produced by this Project?
- Q9. What different kinds of communication happened between UNODC and the other partners (CITES, IUCN, TRAFFIC) during implementation, how regular was each type, and how effective do you think these communications were?
- Q10. How did the Project engage with other similar projects in the IWT space?
- Q11. What new knowledge and skills did the Project impart to beneficiaries?
- Q12. In what ways did the Project influence any aspects of policy, laws and regulations in target countries?
- Q13. To what extent do you think the Project outcomes will be sustainable, and what factors influence this?
- Q14. Are there any important lessons learned and examples of good practices from the Project that should be shared with others?
- Q15. Based on your experience, what do you think about (i) EU Visibility generated by the Project (ii) EU participation in important events hosted by the Project; and (iii) regular updates and information supplied to the EU Delegation by the Project?
- Q16. If a similar Project would be designed in the future, what activities would you like to see included?

CITES Staff (including MIKE, TRAFFIC, and IUCN)

- Q1. What is the most significant change you have seen as a direct result of the Project?
- Q2. To what extent are Human Rights incorporated into the Project?
- Q3. To what extent is gender equality incorporated into the project?
- Q4. To what extent is leaving no one behind incorporated into the Project?
- Q5. What are your thoughts on the internal logic of the log-frame, and the suitability of indicators and targets, as well as the availability of baseline information?
- Q6. To what extent was the Project effective in achieving its desired results, and what factors influenced this?
- Q7. To what extent did the Project use the resources available efficiently, and what factors influenced this?
- Q8. What are your thoughts about the quality and timeliness of deliverables produced by this Project?
- Q9. How effective are the current tools and systems for collecting MIKE data, and could they/how could they be improved? Did any of the beneficiaries raise concerns about this issue and if so what was the response of the project?
- Q10. Did any beneficiaries question if it makes sense to interpret PIKE numbers for Asian elephant in the same way as for African elephants? Was this topic discussed with any beneficiaries?
- Q11. What follow-up action was taken after the regional training on SMART patrolling, and how effective and sufficient do you think that follow-up was?
- Q12. What follow-up action was taken after the regional training on HEC, and how effective and sufficient do you think that follow-up was?
- Q13. What different kinds of communication happened between UNODC and the other partners (CITES, IUCN, TRAFFIC) during implementation, how regular was each type, and how effective do you think these communications were?
- Q14. How did the Project engage with other similar projects in the IWT space?
- Q15. What new knowledge and skills did the Project impart to beneficiaries?
- Q16. In what ways did the Project influence any aspects of policy, laws and regulations in target countries?
- Q17. To what extent do you think the Project outcomes will be sustainable, and what factors influence this?
- Q18. Are there any important lessons learned and examples of good practices from the Project that should be shared with others?

Q19. Based on your experience, what do you think about (i) EU Visibility generated by the Project (ii) EU participation in important events hosted by the Project; and (iii) regular updates and information supplied to the EU Delegation by the Project?

Q20. If a similar Project would be designed in the future, what activities would you like to see included?

Donor

Q1. What is the most significant change you have seen as a direct result of the Project?

Q2. To what extent are Human Rights incorporated into the Project?

Q3. To what extent is gender equality incorporated into the project?

Q4. To what extent is leaving no one behind incorporated into the Project?

Q5. What are your thoughts on the internal logic of the log-frame, and the suitability of indicators and targets, as well as the availability of baseline information?

Q6. To what extent was the Project effective in achieving its desired results, and what factors influenced this?

Q7. To what extent did the Project use the resources available efficiently, and what factors influenced this?

Q8. What are your thoughts about the quality and timeliness of deliverables produced by this Project?

Q9. What different kinds of communication happened between UNODC and the EUD during implementation, how regular was this communication, and how effective was it in meeting your needs for information updates about the project?

Q10. How did the Project engage with other similar projects in the IWT space?

Q11. What new knowledge and skills did the Project impart to beneficiaries?

Q12. In what ways did the Project influence any aspects of policy, laws and regulations in target countries?

Q13. To what extent do you think the Project outcomes will be sustainable, and what factors influence this?

Q14. Are there any important lessons learned and examples of good practices from the Project that should be shared with others?

Q15. Based on your experience, what do you think about (i) EU Visibility generated by the Project (ii) EU participation in important events hosted by the Project; and (iii) regular updates and information supplied to the EU Delegation by the Project?

Q16. If a similar Project would be designed in the future, what activities would you like to see included?

Recipients / Beneficiaries i.e. Ministry of Agriculture, Forestry and Fisheries (MAFF) Cambodia; General Administration of China Customs; Environmental Crime Police, Ministry of Public Security Lao PDR; Department of Forestry, Ministry of Agriculture and Forestry, Lao PDR; Shuklaphanta National Park, Nepal; Royal Thai Police; Department of National Parks, Wildlife and Plant Conservation, Thailand; CITES MA, Ministry of Agriculture and Rural Development (MARD), Viet Nam; Ministry of Natural Resources and Environment (MONRE), Viet Nam; Superintendents and rangers in MIKE sites in Cambodia, Lao PDR, Nepal, Thailand and Vietnam.

Q1. What is the most significant change you have seen as a direct result of the Project?

Q2. To what extent are Human Rights incorporated into the Project?

Q3. To what extent is gender equality incorporated in the project?

Q4. To what extent is leaving no one behind incorporated into the Project?

Q5. What were your expectations of the Project when you first learned about it, and to what extent were these expectations met? Did your expectations change, as you got to understand the Project more?

Q6. In what ways did the Project benefit/support you/your organisation either materially, technically, or financially?

Q7. In what ways did the project communicate with you, and how frequent was this communication?

- Q8. What new knowledge or skills have you personally, or other people in your organisation acquired from the Project?
- Q9. What aspects of the activities supported by the Project, will you/your organisation be able to continue after the Project has ended? How will this happen?
- Q10. In what way did the Project influence any policies or decisions of your organisation?
- Q11. Are there any important lessons learned and examples of good practices from the Project that should be shared with others?
- Q12. If a similar Project would be designed in the future, what activities would you like to see included?

Relevant NGOs (i.e. HSI, TRACE, WCS, WWF) other regional and national projects (USAID Wildlife Asia, Saving Species Viet Nam) CSOs, IOs, and ROs

- Q1. What is the most significant change you have seen as a direct result of the Project?
- Q2. To what extent are Human Rights incorporated into the Project?
- Q3. To what extent is gender equality incorporated in the Project?
- Q4. To what extent is leaving no one behind incorporated into the Project?
- Q5. In what way is the Project relevant to your work?
- Q6. Are the issues tackled by the Project the most important ones?
- Q7. How effectively do you think the Project was implemented?
- Q8. What activities of the Project were you/your organisation involved in?
- Q9. How, and how frequently did the project communicate with you? About what?
- Q10. Are there any important lessons learned and examples of good practices from the Project that should be shared with others?
- Q11. What types of communications do you remember from the Project?
- Q12. If a similar Project would be designed in the future, what activities would you like to see included?

FOCUS GROUP DISCUSSION PROTOCOL

The FGD session was prepared identifying the main objectives of the meeting and the questions to be discussed which formed the basis for the meeting agenda. In facilitating the discussion, the evaluator carefully phrased the questions (in Thai), ensuring all members of the group had the chance to participate fully. The evaluator maintained a neutral attitude and appearance during the discussions and summarised the session reflecting the opinions openly and fairly.

- Q1. What activities of the project were you involved in?

Activity	Yes	No	Comments on the activity
Training on MIKE protocols and requirements			
Training on SMART patrolling			
Training on HEC			

- Q2. What communication did you have with the project after your involvement in the above activities?
- Q3. Did you request any additional support from the project? What was the response?
- Q4. Did you have any problems using the MIKE data collection formats and protocols?
- Q5. Do you have any suggestions for improving the MIKE data collection formats and protocols?

ANNEX III: DESK REVIEW LIST

EU, UNODC, AND CITES DOCUMENTS

Number	Title
1	Financial Report 2016-17
2	UNODC-CITES progress report-Year 1-07
3	Interim Financial Report 31.07.2018
	UNODC-CITES progress report-Year 2 - final
	Interim Financial Report 31.05.2019
	UNODC-CITES progress report-Year 3 - signed
	Interim Financial Report 31.05.2020
	UNODC-CITES progress report-Year 4
	Logframe matrix – amendments 02
	EU-ASIA Steering Committee Mid-Term Report June 2018
	UNODC-CITES Project – Comms Visibility Plan – review 02
	Description of action ORIGINAL August 2015
	Description of action (AMENDED) August 2015
	Description of action (AMENDED TIMETABLE) August 2015
	Description of action (AMENDED TIMETABLE) N3 August 2015
	UNODC CITES Agreement Signed September 2016
	CITES Amendment 2 signed July 2018
	CITES Amendment 3 signed
	CITES Amendment 4 signed June 2020
	C_2015_5793_F1_ANNEX 15_law enforcement demand wildlife

Number	Title
	UNODC Signature on agreement with EU/EC April 2016
	EU Signed agreement March 2016
	EU / UNODC Contract Amendment February 2018
	EU / UNODC Signed Addendum No.1 and Annex 1
	Addendum 2 with DoA_ fully signed 20190918
	Cover letter_Addendum no. 1
	C-373819 Monitoring Questions 2019.01.21
	C-373819 ROM Report 2019.01.11
	MEETINGS, CONFERENCES, AND TRAINING ACTIVITY REPORTS 2016
	Wildlife Inter-Regional Enforcement meeting - Police
	Training Course on Controlled Delivery and Surveillance to Investigate Wildlife and Timber Trafficking
	Strengthening Regional Cooperation to Mitigate Corruption Risks in Wildlife and Forest Crimes
	Training Course on Anti-Money Laundering and Financial Investigation Techniques to Combat Wildlife Crime
	Training Course on Controlled Delivery and Surveillance to Investigate Wildlife and Timber Trafficking
	National Anti-Corruption Workshop
	Training Course on Controlled Delivery and Surveillance to Investigate Wildlife and Timber Trafficking
	Training course on Intelligence Development and Analysis for Wildlife and Timber Trafficking Investigations in Lao PDR, Myanmar, Thailand
	Training course on Anti-Smuggling and Standard Operating Procedures for Frontline Law Enforcement Officers

Number	Title
	Training Course on the Prosecution of Wildlife Crime Cases
	Training course on Anti-Money Laundering and Financial Investigation Techniques to Combat Wildlife Crime
	Training Courses on Prosecution of Wildlife Crime Cases in Thailand, Viet Nam and Myanmar
	Update of the Criminal Justice System Assessment in Response to Wildlife Crimes
	Inter-regional Conference on Wildlife and Timber Trafficking between ASEAN, Asian and African Countries
	Mentorship and Training for Frontline Law Enforcement Officers to Combat Wildlife and Timber Trafficking
	National Roundtable: Myanmar's Response to Wildlife and Forest Crime
	Training Course on Controlled Delivery and Surveillance to Investigate Wildlife and Timber Trafficking in Lao PDR and Viet Nam
	Policy Dialogue to Improve the Response to Trafficking of Natural Resources Across Land Borders between Lao PDR and Viet Nam
	National Anti-Corruption Workshop
	Policy Dialogue to Improve the Response to Trafficking of Natural Resources Across Land Borders between Lao PDR and Viet Nam
	National Anti-Corruption Workshop
	MEETINGS, CONFERENCES, AND TRAINING ACTIVITY REPORTS 2017
	Identifying Risks of Economic Crimes and Corruption in the Fisheries Sector in Southeast Asia
	Cross-border training course on Anti-Smuggling and Standard Operating Procedures for Frontline Law Enforcement Officers in Viet Nam and Cambodia
	Criminal Justice Response to Wildlife Crime in Malaysia
	Wildlife Inter-Regional Enforcement Meeting for Customs Officers

Number	Title
	Training course on Risk Profiling to Enhance Interception of Illegal Wildlife Trade in Viet Nam and Lao PDR
	Training course on Anti-Smuggling and Standard Operating Procedures for Frontline Law Enforcement Officers
	Training course on Improving the Prosecution Process of Wildlife Crime, Money Laundering, and Other Transnational Crimes
	Training courses on Sanctioning Administrative Violations in the Field of Environmental Protection
	National Roundtable: Malaysia's Criminal Justice Response to Wildlife Crime
	Training course on Controlled Delivery and Surveillance to Investigate Wildlife Trafficking
	Enhancing the Detection, Investigation, and Disruption of Illicit Financial Flows from Wildlife Crime
	Training course on Anti-Smuggling and Standard Operating Procedures for Frontline Law Enforcement Officers
	Africa-Asia Pacific Symposium on Strengthening Legal Frameworks to Combat Wildlife Crime
	Criminal Justice Response to Wildlife Crime in Thailand
	National Roundtable: Cambodia's Response to Wildlife and Forest Crime
	Training Course on Prosecution of Wildlife Crime Cases in Cambodia and Indonesia
	National Roundtable: Thailand's Response to Wildlife and Forest Crime
	Training Course on Online Investigation of Wildlife Crime in Thailand and Viet Nam
	National Workshop on Prosecution of Wildlife and Forest Crimes
	Wildlife Inter-Regional Enforcement Meeting - Prosecutors
	MEETINGS, CONFERENCES, AND TRAINING ACTIVITY REPORTS 2018
	Meeting of the Contact Points of the SOMTC Working Group on Illicit Trafficking of Wildlife and Timber

Number	Title
	Training course on Risk Profiling to Enhance Interception of Illegal Wildlife Trade
	Training course on Risk Profiling to Enhance Interception of Illegal Wildlife Trade in Myanmar and Cambodia
	Supporting DNA Sampling and Wildlife Forensic Analysis in Lao PDR
	Training Program on Adjudication of Cases Relating to Crimes Against Protected Wildlife Under the 2015 Penal Code, as Amended in 2017
	Training course on Crime Scene Management and other Investigation Techniques to Combat Wildlife Crime
	Training courses on Promulgation of Penal Code 2015/2017 for Identifying Environmental Crimes
	First Meeting of the SOMTC Working Group on Illicit Trafficking of Wildlife and Timber
	Training course on Crime Scene Management and other Investigation Techniques to Combat Wildlife Crime
	Training courses on Enhancing Law Enforcement and Promulgation of the Revised Penal Code Regarding Management of Wildlife Trade
	Wildlife Inter-Regional Enforcement Meeting in Nairobi, Kenya
	South Asia Regional Workshop on the Prosecution of Serious Forms of Wildlife Crime in Paro, Bhutan
	Training course on Controlled Delivery Techniques for Front line Officers
	Training Workshop on Dissemination of the New Lao PDR Penal Code in Vientiane, Lao PDR
	MEETINGS, CONFERENCES, AND TRAINING ACTIVITY REPORTS 2019
	Training Course on Domestic Controlled Delivery, 15- 19 April, Hai Phong, Viet Nam
	Seminar on Strengthening Enforcement of the New Penal Code to Combat Wildlife and Forest Crime , 8-9 April Champasak, 25-26 April Luang Prabang, Lao PDR
	Training on Investigation Techniques for Wildlife Crimes , 8-9 May, Phnom Penh, Cambodia
	Training Course on Undercover Techniques for the Investigation of Wildlife Crimes, 13-17 May, Ayutthaya, Thailand

Number	Title
	Investigator's Seminar on Domestic Controlled Delivery for Frontline Officers, 27 -31 May, Yangon, Myanmar
	ICCWC Indicator Framework for Combating Wildlife and Forest Crime Assessment in Lao PDR, 11 -12 June, Vientiane, Lao PDR
	Cross Border Cooperation Training Course for Frontline Wildlife Enforcement Officers between Viet Nam and China ,17-21 June, Hekou, 24-28 June, Pingxiang, China
	Second Regional Workshop on the Prosecution of Serious Forms of Wildlife Crime, 3-5 July, Kathmandu, Nepal
	MIKE and TRAFFIC DOCUMENTATION
	MIKE Asia Regional Meeting 28th April 2018, Bangkok. Summary Report
	APAP Master Class on Prevention and Mitigation of HEC Summary report. Feb 2019.
	Final Report on Optimizing Protection using the SMART approach: A Training Workshop for PA staff of Asian Elephant range Countries. May 2019.
	MIKE Southeast Asia Sub-Regional Meeting October 2019, Summary Report
	MIKE South Asia Sub-Regional Meeting October 2019, Summary Report
	Note on methodology re: MIKE site equipment needs assessment
	Sub-Project Document: MIKE Programme Subregional Support in South Asia and South East Asia
	Sub-Project Document: Influencing and Informing Decision-makers, wildlife crime enforcement, an demand side management
	TRAFFIC Report: ASIA Wildlife Law Enforcement ad Demand Management Project. <i>Progress Summary – Results and Outcomes</i>
	Eighteenth meeting of the Conference of the Parties Geneva (Switzerland), 17-28 August 2019 ENSURING EFFECTIVE STOCKPILE MANAGEMENT: A GUIDANCE DOCUMENT
	Eighteenth meeting of the Conference of the Parties Colombo (Sri Lanka), 23 May – 3 June 2019. Species specific matters Elephants (Elephantidae spp.) REPORT ON MONITORING THE ILLEGAL KILLING OF ELEPHANTS (MIKE)

Number	Title
	Eighteenth meeting of the Conference of the Parties Colombo (Sri Lanka), 23 May – 3 June 2019 FINAL CONSULTANT’S REPORT: REVIEW OF DEMAND REDUCTION INITIATIVES BY CITES PARTIES
	Myanmar Field Equipment
	Equipment lists consolidated – Thailand, Vietnam, Lao PDR
	LECA Report Cambodia
	LECA Report Lao PDR
	LECA Report Malaysia
	LECA Report Myanmar
	LECA Report Vietnam
	LECA Report Bangladesh
	LECA Report Bhutan
	LECA Report Nepal
	MIKE SEA BTOR Kuiburi Site Visit
	MIKE SEA BTOR Salakpra Site Visit
	MIKE SEA BTOR Cat Tien Site Visit
	MIKE SA Report: Installation and Monitoring of Early Warning System provided to the MIKE site of Samtse, Bhutan
	Thailand’s Ivory Market 2019
	Lion Bone Trade April 2019
	IWT in Vietnam June 2019
	IWT in Lao PDR March 2019
	Summary Wildlife Parts and Products recorded in Bokeo 25-26 July

Number	Title
	Summary Wildlife parts and Products recorded in Lao PDR Markets 21-25 May 2019
	Why Should we care about wildlife trafficking?
	Transnational Organised Crime (TOC)
	EVALUATION DOCUMENTATION
	UNODC Independent Evaluation Section: Meta-Analysis 2011-2014
	UNODC Independent Evaluation Section: Meta-Analysis 2015-2016
	UNODC Independent Evaluation Section: Meta-Analysis 2017-2018
	UNODC Independent Evaluation Section: Evaluation-based analysis of good practices in UNODC's approach to capacity building.
	UNOV/UNODC's Strategy for Gender Equality and the Empowerment of Women (2018-2021).
	Gender-Responsive Evaluations in the Work of UNODC (2018)
	UNODC Gender Guidance for Project Managers and Evaluators
	UNODC evaluation guidelines, templates, handbook, policy
	Evaluation Inception Report Template
	Evaluation Report Template IDE, IPE
	Evaluation Brief Template IDE, IPE
	Evaluation Quality Assessment Template
	UNEG: Integrating human rights and gender equality in evaluations

Number	Title
	UNEG Norms and Standards for Evaluation (2016)
	UNEG Ethical Guidelines for Evaluation (2020)

Total number of EU, UNODC, and CITES documents reviewed: 141

EXTERNAL DOCUMENTS

Number	Title
	Convention on Biological Diversity's (CBD) Strategic Plan for Biodiversity 2011-2020
	United Nations Sustainable Development Goals
	United Nations Development Assistance Framework Documentation for Cambodia, Lao PDR, Nepal, Thailand, and Vietnam

Total number of external documents reviewed: 3

ANNEX IV: STAKEHOLDERS CONTACTED DURING THE EVALUATION

Number of interviewees	Type of stakeholder (see note below)	Sex disaggregated data
28	Recipients / Beneficiaries	Male: 20 Female: 8
1	Donor	Male: 0 Female: 1
10	CITES / TRAFFIC / IUCN Staff	Male: 7 Female: 3
5	UNODC Staff	Male: 5 Female: 0
4	Implementing Partners	Male: 3 Female: 1
Total: 48		Male: 35 Female: 13