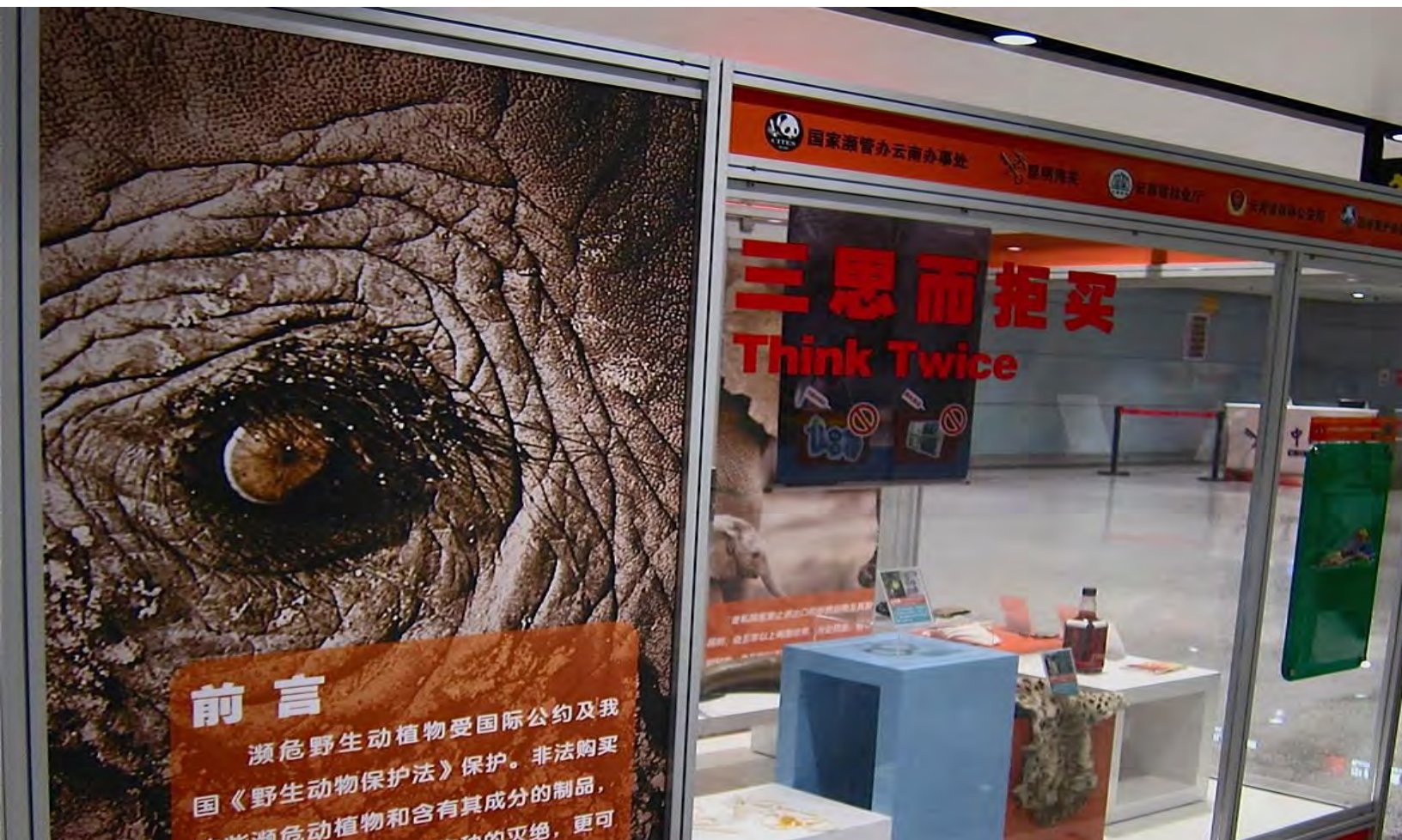




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MID-TERM PERFORMANCE EVALUATION OF ASIA'S REGIONAL RESPONSE TO ENDANGERED SPECIES TRAFFICKING PROGRAM

Evaluation Report

October 2013

This publication was produced at the request of the United States Agency for International Development. It was prepared independently by Social Impact, Inc. (SI) with partner Management Systems International (MSI). It was authored by George F. Taylor II, Joseph J. Dowhan, Julia F. Rizvi and Angel N. Manembu, with assistance from Nigoon Jitthai (USAID/RDMA) and Megan Hill (USAID/E3).

Photo Caption: Travelers learn about wildlife trafficking at a display case designed by the International Fund for Animal Welfare (IFAW) in the Kunming Changshui International Airport, Yunnan Province, China. The Freeland Foundation partners with IFAW to implement the Asia's Regional Response to Endangered Species Trafficking (ARREST) program. (Photo Credit: George F. Taylor II)

MID-TERM PERFORMANCE EVALUATION OF ASIA'S REGIONAL RESPONSE TO ENDANGERED SPECIES TRAFFICKING (ARREST) PROGRAM

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DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

ACB	ASEAN Centre for Biodiversity
AIPA	ASEAN Inter-Parliamentary Assembly
AMAF	Ministers Meeting on Agriculture and Forestry
AMMTC	ASEAN Ministerial Meeting on Transnational Crime
ARREST	Asia’s Regional Response to Endangered Species Trafficking
ASEAN	Association of South East Asian Nations
ASEAN-WEN	ASEAN Wildlife Enforcement Network
ASOF	ASEAN Senior Officials on Forestry
BCA	Biodiversity Conservation Agency
BCC	Behavior Change Communication
CAWT	Coalition Against Wildlife Trafficking
CCP	Center for Communication Programs
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
COR	Contracting Officer Representative
DAI	Development Alternatives Incorporated
DOJ	U.S. Department of Justice
DoS	U.S. Department of State
E&SD	Economic & Security Dialogue
E3	USAID/Bureau for Economic Growth, Education and the Environment
ENV	Education for Nature–Vietnam
ESTH	DoS/Environment, Science, Technology and Health
GEF	Global Environment Facility
G-FISH	Global Fish Alliance
GPS	Global Positioning System
GTI	Global Tiger Initiative
HC3	Health Communication Capacity Collaborative
IAP	Indoor Air Pollution
ICCWC	International Consortium on Combatting Wildlife Crime
IEC	Information, Education and Communication
IFACS	Indonesia Forest and Climate Support
IFAW	International Fund for Animal Welfare
ILEA	International Law Enforcement Academy
INL	DoS/Bureau of International Narcotics and Law Enforcement
INTERPOL	International Criminal Police Organization
IPST	Institute for the Promotion of Teaching Science and Technology

IR	Intermediate Results
JWT	J. Walter Thompson
KAP	Knowledge, Attitude and Practices
KII	Key Informant Interview
LE	Law Enforcement
LOC	Letter of Cooperation
MSI	Management Systems International
NGO	Non-Governmental Organization
NICE-CG	National Inter-Agency CITES Enforcement Collaboration Group
NMFS	National Marine Fisheries Service
NOAA	National Oceanic and Atmospheric Administration
PAWB	Protected Areas and Wildlife Bureau
PCU	Program Coordination Unit
PMP	Performance Management Plan
PROTECT	Park Ranger Outreach and Tactical Enforcement Capacity Training
PSA	Public Service Announcement
PSI	Population Services International
RDMA	USAID/Regional Development Mission for Asia
REO	USAID/RDMA/Regional Environment Office
RF	Results Framework
RTI	Research Triangle International
SARS	Severe Acute Respiratory Syndrome
SA-WEN	South Asia Wildlife Enforcement Network
SCALE	System-Wide Collaborative Action for Livelihoods and the Environment
SFA	State Forestry Administration
SI	Social Impact
SIG	Special Investigations Group
SOMTC	Senior Officials Meeting on Transnational Crime
SOW	Statement of Work
TCM	Traditional Chinese Medicine
TNC	The Nature Conservancy
ToT	Training of Trainers
TPP	Trans-Pacific Partnership
TRACE	Tools and Resources for Applied Conservation and Enforcement
TRAFFIC	Trade Records Analysis of Flora and Fauna in Commerce
TRAPS	Wildlife Trafficking Response, Assessment and Priority Setting
UNODC	United Nations Office on Drugs and Crime
USAID	U.S. Agency for International Development
USFS	U.S. Forest Service

USFWS	U.S. Fish and Wildlife Service
USG	United States Government
WASH	Water Supply, Sanitation and Hygiene
WCO	World Customs Organization
WCS	Wildlife Conservation Society
WEN	Wildlife Enforcement Network (or National Task Force)
WWF	World Wide Fund for Nature

EXECUTIVE SUMMARY

EVALUATION PURPOSE AND EVALUATION QUESTIONS

The purpose of the mid-term evaluation of Asia’s Regional Response to Endangered Species Trafficking (ARREST), funded by the United States Agency for International Development (USAID) Regional Development Mission for Asia (RDMA) Regional Environment Office (REO), was to reflect upon program implementation to date and look forward to opportunities for increased program success and sustainability. The evaluation was framed by three objectives:

1. Assess progress to date toward agreed-upon program objectives and intermediate results.
2. Identify implementation challenges, corrective actions, and/or areas for improvement related to program management and achievement of expected results for the duration of the program period.
3. Recommend specific opportunities to enhance regional level impact and further strengthen the regional Wildlife Enforcement Network (WEN) and sustainability approach.

The mid-term evaluation answers three evaluation questions, presented in the Statement of Work (SOW) in Annex I, about the value and success of ARREST’s overall regional program approach:

1. To what extent have demand reduction and awareness-raising activities been successful at reducing demand for illegal wildlife and wildlife products?
2. To what extent has law enforcement capacity building been institutionalized and improved anti-poaching and anti-trafficking efforts within Association of South East Asian Nations Wildlife Enforcement Network (ASEAN-WEN) countries and regionally?
3. To what extent has the program met sustainability objectives set forth in the agreement and work plans regarding ASEAN-WEN and Program Coordination Unit (PCU) sustainable financing, regional and transregional partnerships, learning exchanges and strengthening regional centers of excellence?

PROGRAM BACKGROUND

Southeast Asia and adjacent countries, including China, have long been recognized by the Parties to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) as a global “hotspot” for poaching, trafficking and consumption of illegal and protected wildlife parts and products that threaten a number of species both regionally and trans-continentially with extinction. There has been a dramatic increase in the volume of illegal wildlife trade in recent years, driven by increased consumer demand fueled by rapid economic development and rising incomes.

Trafficking in threatened and endangered species compromises the security of countries, hinders sustainable social and economic development, destroys natural wealth and poses risks to global health. The unregulated nature of the trade and conditions in wildlife markets facilitates the emergence and transmission of new diseases, such as Severe Acute Respiratory Syndrome (SARS) and avian influenza, with major health and economic impacts. Trafficking is also a national security interest for the United States (U.S.) and other countries due to the involvement of heavily armed poachers in source countries, the sale of ivory and tropical hardwoods to finance non-state militias and the participation of organized criminal networks along the supply chain.

The importance of the wildlife trafficking issue has been highlighted by two recent developments: the issuance of an Executive Order by President Barack Obama on July 1, 2013 directing the U.S. Government (USG) to develop a national strategy to combat trafficking and, later in July, the inclusion for the first time of the head of China's State Forestry Administration in the annual U.S.–China Economic and Security Dialogue.

RDMA has been a global leader in the USG's efforts to address wildlife trafficking. Starting in 2005, it supported a pioneering effort by ASEAN member states to address wildlife trafficking through the establishment of a regional WEN. This program, implemented from 2005 to 2010, was followed by a new and more ambitious program: ARREST.

The ARREST program promotes a three-pronged approach to curb wildlife trafficking through:

- Reduction in consumption of endangered species in key markets in Asia by reducing consumer demand;
- Reduction in poaching and trafficking of endangered species across Asia by strengthening law enforcement capacity; and
- Continuation and sustainability of these positive trends beyond the life of the program by strengthening and sustaining regional learning networks and partnerships.

EVALUATION DESIGN, METHODS AND LIMITATIONS

The Evaluation Team employed a mixed-methods evaluation design that combined qualitative and quantitative methods of data collection: document review, key informant interviews (KIIs) and a survey.

The Evaluation Team conducted in-person KIIs in China, Indonesia, the Philippines, Thailand and Vietnam, with a selection of individuals from each of four target groups: donor/USG partners, implementers, beneficiaries and external actors. The Evaluation Team was able to interview a total of 189 informants. Findings were supplemented and triangulated by an online survey, with both closed- and open-ended questions, which was distributed at the completion of fieldwork. The survey garnered responses from 61 contacts across nine ASEAN-WEN member states.

The Evaluation Team faced four main types of limitations that may have reduced the richness of findings from data collection:

- **Attribution and Generalizability:** The most significant limitation in the evaluation relates to attribution. The fact that multiple donors and implementers are actively working to combat wildlife trafficking in Southeast Asia presents challenges for making judgments about attribution. This limitation was understood from the outset, and the evaluation questions were accordingly focused less on attribution and more on implementation, program approach and contribution. Given that much of the data collected was qualitative and collected from a convenience sample, the Evaluation Team is somewhat limited in its ability to generalize findings beyond direct respondents, although these respondents represent nearly all prioritized stakeholders and target groups.
- **Bias:** The Evaluation Team encountered the potential of recall, response and selection biases during the evaluation. The most relevant of the three types was likely recall bias, in which program beneficiaries may have responded to questions posed by the Team with answers that blended their experiences into a composite memory. The involvement of USAID/RDMA and Freeland in ARREST’s predecessor ASEAN-WEN Support Program heightened the possibility of recall bias during this evaluation.
- **Direct Observation:** The evaluation would likely have benefited from direct observation of an ARREST activity; however, no program events occurred during the Team’s time in the field. Additionally, the Team was not able to conduct site visits to airports and ports for direct observation of the operations at facilities and to note significant differences between countries.
- **Availability:** The availability of some key informants was limited because of assignment transfers and annual leave. Other limitations on the availability of key informants included holidays such as Ramadan in Indonesia and a Buddhist holiday in Thailand, as well as conferences and meetings of intended interviewees held out of the country during the fieldwork period. Despite this limitation, the Evaluation Team feels that it was able to meet with all critical informants—even if by phone.

FINDINGS AND CONCLUSIONS

Findings

The ARREST program is off to a strong start. Important progress has been made by the Freeland Foundation and its partners on many elements of the program during its first two years, particularly in its law enforcement training and capacity-building activities.

ARREST is exceptionally well positioned to help address rising USG interest in and concern about wildlife trafficking both regionally and globally, including its intersection with a broad range of other high-priority issues such as transnational drug and human trafficking crimes and emerging pandemic threats resulting from the illegal transport of live animals across borders without health inspections.

ARREST is on track to meet many of the activity-level results as set out in the Performance Management Plan (PMP). Results to date at the Intermediate Results (IR) level of the Results Framework (RF)—the level from which the key evaluation questions have been drawn—are

varied: modest progress in reducing consumer demand, significant progress in strengthening law enforcement capacity and mixed progress in strengthening and sustaining regional learning networks and partnerships.

Conclusions

- **Demand Reduction:** Reducing demand for illegal wildlife is a long-term endeavor that involves changing knowledge, attitudes and practices. Various conditions and external circumstances can enable or impede such changes. Given these factors, and the number of public-awareness activities conducted by various non-governmental organizations (NGOs), it will not be possible to attribute measurable shifts in demand reduction to Freeland activities exclusively. While iTHINK received a positive response in Thailand, it is too early to determine the campaign's overall contributions to public awareness in all targeted countries. ARREST's impact on demand reduction might not be realized during the program period. During the remainder of the program period, Freeland could build a foundation for the achievement of long-term outcomes by refining its demand reduction strategy to focus on Behavior Change Communication (BCC). Concrete suggestions on available resources and next steps are presented in Annex V.
- **Law Enforcement Capacity Building:** The Law Enforcement (LE) component is one of ARREST's strongest activities and the furthest along of the three components. While all elements of the LE component are still in their relatively early stages of implementation, they are close to where they should be at this mid-point in the ARREST program. Though some countries have yet to benefit from the institutionalization of the ARREST LE training process, others, such as the Philippines, have made substantially more progress, both with respect to the functioning of their WENs and movement toward independently conducting their own trainings. Other WENs appear to have lost forward momentum both in their internal and external coordination efforts. This is in part due to lack of support by the respective central government and in part due to the PCU's inability to provide more substantial support and mentoring due to understaffing and budget limitations, which has also hampered the PCU's own progress as an ASEAN-wide coordinating entity. Although Freeland's involvement in supporting the WENs and in providing anti-poaching and anti-trafficking training has been unequal through the region, most recipients of ARREST/Freeland LE training give it high marks. A number of high-profile arrests and seizures suggest that moderate progress is being made in anti-trafficking efforts as a result of the ARREST program.
- **Sustainability, Partnerships and Learning:** ARREST has not yet met the overall sustainability objectives set forth in the agreement and work plans on ASEAN-WEN and PCU sustainable financing. On this and two other elements included in Evaluation Question 3 (learning exchanges and regional and transregional partnerships), important progress has been made. On the fourth element (the establishment of regional centers of excellence), plans need to be reviewed to determine what will be feasible during the remaining years of the program.

Individual states cannot be expected to solve the problems of transnational wildlife crimes and threats to indigenous species without engaging the support of neighboring countries. ARREST is providing valuable and consistent training of law enforcement personnel and promoting citizen awareness—both of which encourage and facilitate needed cooperation among countries to stem the transnational flow of endangered species and illegal wildlife products from a regional perspective.

RECOMMENDATIONS

Extensive input from document review and KIIs in five countries (China, Indonesia, the Philippines, Thailand and Vietnam) identified a number of ways in which the ARREST program can be strengthened during its remaining three years. Key recommendations are presented below along with suggested lead responsible parties and entities to implement the recommendations.

- **Advocate for the review of the ASEAN-WEN and the PCU's location in the overall ASEAN structure. This includes supporting the sovereign decision-making processes and protocols of ASEAN leadership in exploring options that will give the network the higher visibility and increased political and financial support it must have to become more fully effective and sustainable.** The considered view of the Evaluation Team is that moving from the Economic Community under the Senior Officials on Forestry to the Political-Security Community under the Senior Officials Meeting on Transnational Crime (SOMTC) and the Ministerial Meeting on Transnational Crime (AMMTC) to whom they report would be the preferred option. (RDMA, Freeland, USG/Bangkok Wildlife Working Group, U.S. Mission to ASEAN with the ASEAN Secretariat)
- **Continue to refine the ARREST demand reduction strategy, building upon successful awareness-raising activities and focusing increasingly on behavior change communication.** Freeland should integrate USAID's global experience with BCC into its project design and approach to demand reduction in China and Vietnam, considering detailed recommendations outlined in Annex V. (Freeland, RDMA)
- **Increase the attention and resources devoted by ARREST to partnerships in ways that promote sustainability, learning and shared ownership,** thereby building the strongest possible base for USG support of Asia's efforts to reduce and eliminate wildlife trafficking for the remaining years of the program and beyond. Provide additional funding for this if needed and amend the RDMA/Freeland Cooperative Agreement to reflect this and other changes. (RDMA, Freeland, USG/Bangkok Wildlife Working Group)
- **Invite the full-time U.S. Fish and Wildlife Service (USFWS) Special Agent to be assigned in Bangkok to provide expert guidance on the law enforcement component of ARREST** and to open discussions about increased government-to-government technical support for wildlife law enforcement issues across the region. Explore mechanisms for shifting management responsibility for USG support for wildlife-related law enforcement from USAID and the U.S. Department of State (DoS)/Bureau of International Narcotics and Law Enforcement (INL) to USFWS in light of the recent USG

Executive Order on Combatting Wildlife Trafficking and the preparation of a whole-of-government National Strategy for Combating Wildlife Trafficking. (RDMA, USG/Bangkok Wildlife Working Group)

- **Consult with a gender specialist to identify opportunities to approach demand reduction and law enforcement capacity building in a more holistic manner that addresses the different roles of men and women in both sustaining and combating wildlife trafficking as appropriate.** (Freeland, Implementing Partners, USAID/RDMA Gender Advisor)
- **Focus ARREST implementation on the ASEAN region, on the ASEAN-China relationship, on increased work in Lao PDR and on initiating activities in Myanmar.** Limit support to other regional groups (e.g., South-Asia WEN [SA-WEN]) to information sharing and lessons learned. (Freeland, RDMA, DoS)
- **Increase efforts to build shared local ownership and ensure that ARREST is in fact *Asia's Regional Response to Endangered Species Trafficking, not just in aspiration.*** For example, implement recommendations outlined above to facilitate regional partnerships and increase political and financial support for the ASEAN-WEN network. Additional suggestions have been provided in Annex VI-Looking Forward (2013-2016). (Freeland, RDMA, U.S. Mission to ASEAN, DoS)

I. EVALUATION PURPOSE & EVALUATION QUESTIONS

EVALUATION PURPOSE

The purpose of this mid-term evaluation was to reflect upon program implementation to date and look forward to opportunities for increased program success and sustainability. The evaluation was framed by the following three objectives:

- Assess progress to date toward agreed program objectives and intermediate results;
- Identify implementation challenges, corrective actions and/or areas for improvement related to program management and achievement of expected results for the duration of the program period; and
- Recommend specific opportunities to enhance regional level impact and further strengthen the regional WEN and sustainability approach.

Internal consultations conducted by the Evaluation Team with USAID/RDMA staff and relevant USG stakeholders in Washington, DC and Bangkok, Thailand emphasized that activities conducted through the ARREST program have recently achieved a heightened profile and increased visibility. DoS elevated the priority of addressing wildlife trafficking in late 2012.¹ The U.S. Fish and Wildlife Service (USFWS) committed an inaugural full-time special agent to deploy to Bangkok with a portfolio dedicated to the illegal wildlife trade. In an early June meeting of ASEAN member states, participants reached consensus and endorsed using their national budgets to cover the core costs of the ASEAN-WEN PCU—a critical step for local ownership, cooperative support and sustainable funding of the ARREST-funded entity. This positive development followed a protracted period of obstruction by a minority of member states, and further diplomatic efforts are underway to help facilitate the bureaucratic ASEAN budget approval process. On July 1, the White House issued an Executive Order to enhance coordination of USG efforts to combat wildlife trafficking and assist foreign governments in building the capacity needed to combat wildlife trafficking and related organized crime.²

¹ Remarks at the Partnership Meeting on Wildlife Trafficking, Former Secretary of State Hillary Rodham Clinton, Washington DC, November 8, 2012. <http://www.state.gov/secretary/rm/2012/11/200294.htm>.

² Executive Order—Combating Wildlife Trafficking, Office of the Press Secretary, The White House, July 1, 2013. <http://www.whitehouse.gov/the-press-office/2013/07/01/executive-order-combating-wildlife-trafficking>. This report uses the term “wildlife trafficking” rather than “illegal” or “illicit” wildlife trafficking, in keeping with the nomenclature

USAID and others intend to use the results of this mid-term evaluation to improve performance and maximize development results during the second half of the ARREST program period through 2016. In meeting the evaluation objectives established by USAID/RDMA, the Evaluation Team focused especially on assessing the outcomes of the ARREST program's demand reduction and awareness-raising activities. Team members also probed for innovative practices related to law enforcement capacity building. When conducting fieldwork and data analysis, the Team considered the many USG, NGO, national and multilateral actors in this space in order to offer recommendations about how to leverage potential opportunities to expand ARREST partnerships with other donors and implementers—some of them new to this arena—and expand successful program approaches to neighboring countries and other regions working to address wildlife crime.

EVALUATION QUESTIONS

The ARREST mid-term evaluation SOW presents three evaluation questions about the value and success of the program's overall regional approach. The thematic phrase referenced in parentheses after each question is used by the Evaluation Team to categorize and reference related data, findings and conclusions.

1. To what extent have demand reduction and awareness-raising activities been successful at reducing demand for illegal wildlife and wildlife products? (**Demand Reduction and Awareness Raising**)
2. To what extent has law enforcement capacity building been institutionalized and improved anti-poaching and anti-trafficking efforts within ASEAN-WEN countries and regionally? (**Law Enforcement Capacity Building**)
3. To what extent has the program met sustainability objectives set forth in the agreement and work plans regarding (**Sustainability, Partnerships and Learning**):
 - a. ASEAN-WEN and PCU sustainable financing?
 - b. Regional and transregional partnerships—e.g., between ASEAN-WEN and the International Criminal Police Organization (INTERPOL), CITES, World Customs Organization (WCO), the United Nations Office on Drugs and Crime (UNODC)—including private sector partnerships?
 - c. Learning exchanges (e.g., training, special investigation groups (SIGs), information exchanges, secondments)?
 - d. The strengthening of regional centers of excellence?

currently used by the USG. The phrase "illegal wildlife trade" is used in cases where the focus is on trade.

II. PROGRAM BACKGROUND

DEVELOPMENT CHALLENGE

Southeast Asia and adjacent countries, including China, have long been recognized by the Parties to CITES as a global “hotspot” for poaching, trafficking and consumption of illegal and protected wildlife parts and products that threaten a number of species both regionally and transcontinentally with extinction. There has been a dramatic increase in the volume of wildlife trafficking in recent years, driven by increased consumer demand fueled by rapid economic development and rising incomes in key consuming countries, many of them in Asia.

Demand for consumer and luxury goods—including wildlife products—has been exploding across Asia. Figure 1 below depicts the projected growth of the global middle class between 2009 and 2030.³ Rising incomes and purchasing power in Asia is a key driver of wildlife trafficking. China, in particular, has been successful in rapidly drawing a large fraction of its population out of poverty and into the middle class. As incomes continue to rise for those at the lower end of the income scale and as hundreds of millions of people move from rural to urban areas, the demand for consumer goods—including wildlife products—is expected to increase.

³ Standard Chartered Global Research. The Super-Cycle Report, 2010.
<http://www.privatebank.standardchartered.com/en/resources/pdfs/pvb-reports/market-analysis/The%20Super-cycle%20151110%20CB.pdf>

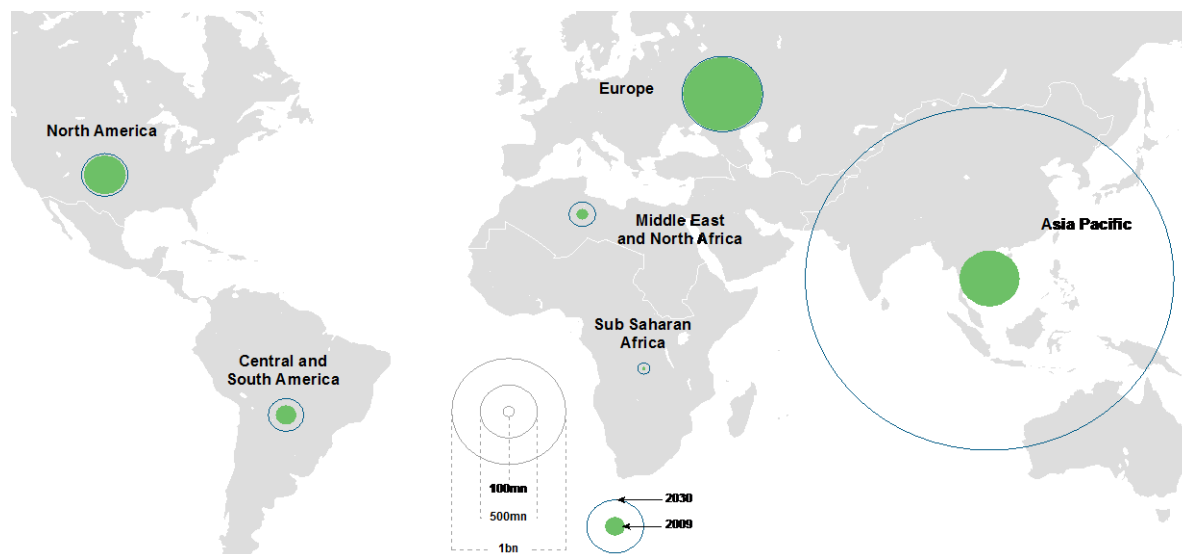


Figure 1: Global Middle Class in 2009 and projections for 2030

As Matthew Scully noted in a recent article in *The Atlantic*: "The government of Kenya reports that 90 percent of ivory smugglers caught there are Chinese citizens. One fellow was picked up recently with 439 pieces of ivory on him, and in a Nairobi courtroom fined less than a dollar for each... It is getting out by every route, at airports, in large containers at seaports on either coast of Africa, in small fishing vessels, or simply by mail, and most of the ivory is bound for China. The rest goes to Thailand, Japan, Hong Kong, Taiwan, South Korea, the Philippines and other Asian friends of the United States, in routine disregard of the ivory ban that the United States led a generation ago. *Africa's finite supply is meeting Asia's furious demand at a rate of nearly a hundred kills every 24 hours.*"⁴

Trafficking in threatened and endangered species compromises the security of countries, hinders sustainable social and economic development, destroys natural wealth and poses risks to global health. The unregulated nature of the trade and conditions in wildlife markets facilitate the emergence and transmission of new diseases, such as SARS and avian influenza, with major health and economic impacts. Trafficking is also a national security interest for the U.S. and other countries due to the involvement of heavily armed poachers in source countries, the sale

⁴ Scully, Matthew. June 6, 2013. "Inside the Global Industry That's Slaughtering Africa's Elephants." *The Atlantic Monthly* <http://www.theatlantic.com/international/archive/2013/06/inside-the-global-industry-thats-slaughtering-africas-elephants/276582/>

of ivory and tropical hardwoods to finance non-state militias and the participation of organized criminal networks along the supply chain.

The importance of the wildlife trafficking issue has been highlighted by two recent developments: the issuance of an Executive Order by President Obama on July 1, 2013 directing the USG to develop a national strategy to combat trafficking and, later in July, the inclusion for the first time of the head of China's State Forestry Administration in the annual U.S.–China Economic and Security Dialogue.

Corruption and a lack of political will are regularly cited as two of the major constraints to addressing wildlife trafficking. Although both issues directly impact the effectiveness of ARREST and other programs working on this issue, they are well outside the implementing partners' "manageable interest." USAID and others working on wildlife issues need to also engage on governance issues writ large, working to build governments' institutional capacities while at the same time strengthening civil society to ensure robust citizen participation and increasing levels of government transparency.

Efforts at law enforcement have used border "control" as a central element of the strategy to address illegal wildlife trade. ASEAN plans to implement an "open borders" policy starting in 2015. This will increase the challenge and is yet another reason why urgent, priority attention must be given to the demand reduction side of the wildlife trafficking equation.

USAID RESPONSE

In response to the detrimental effects of wildlife trafficking on biodiversity, economics, health and security, USAID/RDMA issued a five-year cooperative agreement to the Freeland Foundation to implement the ARREST program from 2011 to 2016.

The ARREST program builds upon progress gained and lessons learned during its predecessor ASEAN-WEN Support Program, which was funded by USAID/RDMA from 2005 to 2010 and jointly implemented by WildAid, Freeland Foundation and Trade Records Analysis of Flora and Fauna in Commerce (TRAFFIC) through a cooperative agreement. The ASEAN-WEN Support Program worked to achieve three long-term objectives:

1. To encourage and facilitate ASEAN countries in establishing national anti-wildlife crime task forces composed of national law enforcement, customs and environmental agencies to serve as the ASEAN-WEN network's building blocks;
2. To support national and regional networking, thereby improving cooperation and coordination in wildlife law enforcement; and
3. To enhance broad international networking to address the global nature of the issue.

Through the program, USAID/RDMA and USG partners facilitated the establishment of ASEAN-WEN, which consists of a secretariat, or program coordination unit (PCU), and interagency national task forces in each member state. The ASEAN-WEN Support Program enhanced the capacity of ASEAN member states' wildlife law enforcement officials and judiciaries, as well as

increased political will and public support for the ASEAN-WEN network at national and regional levels.

The subsequent ARREST program fights trafficking in illegal wildlife in Asia in three ways: reducing consumer demand; building law enforcement capacity; and strengthening regional cooperation and anti-trafficking networks. Ultimately, ARREST aims to:

- Strengthen and sustain ASEAN-WEN;
- Widen ASEAN-WEN's links to China, South Asia and other parts of the world;
- Strengthen regional centers of excellence in biodiversity conservation, marine enforcement, forest protection and wildlife crime forensics;
- Replicate best practices for wildlife law enforcement and conservation throughout Asia; and
- Work to reduce demand for wildlife in key consumption hotspots.

ARREST is implemented across the ASEAN region by the Freeland Foundation and its partners. The Freeland Chief of Party serves as the primary liaison with USAID/RDMA and the other USG agencies involved in both supporting and overseeing the ARREST program.

ARREST THEORY OF CHANGE⁵

The ARREST program aims to alter the landscape of risks and rewards associated with the illegal wildlife trade, introducing disincentives for both perpetrators and consumers of trafficked goods. Awareness-raising campaigns supported by the ARREST program are designed to reduce the demand for wildlife products; reduced consumer interest and sales transactions are projected to lower prices, or rewards, for traffickers, thus transforming the conditions that encourage trafficking in endangered species. Corruption and limited capacity of law enforcement has enabled poachers and traffickers to pursue criminal activity at low risk to themselves and their networks. Through law enforcement capacity-building activities, the ARREST program seeks to strengthen human and institutional capacity to adopt and implement model protocols and operations against wildlife violations. Finally, the ARREST program focuses on promoting the sustainability of anti-trafficking mechanisms and initiatives through continued technical and facilitation support for the ASEAN-WEN PCU, regional and transregional partnerships, learning exchanges and the strengthening of regional centers of excellence. Lack

⁵ No formal theory of change has been developed by Freeland or RDMA for the ARREST program. This is now a USAID requirement set forth in the USAID Draft Biodiversity Policy (June 2013). If the RDMA/Freeland Cooperative Agreement is revised as a result of this evaluation, the Evaluation Team recommends that a formal theory of change be developed and included in the Agreement.

of coordination, shared initiatives, or widely implemented regulations enable trafficking—or channel it to states in the region with weak laws or enforcement. Consistent national-level policies and robust regional platforms are expected to catalyze attitudes and behaviors regarding trafficking in endangered species. In these ways, the ARREST program endeavors to improve local, national and regional responses to the environmental challenge presented by wildlife trafficking in Asia.

III. EVALUATION METHODS & LIMITATIONS

EVALUATION DESIGN

Leading up to and throughout a six-week period in the field, the Evaluation Team employed a utilization-focused approach. Prior to arrival in Bangkok, team members conducted an extensive document review (see Annex III) and consulted with USG staff at USAID, USFWS and the U.S. Forest Service who are familiar with both ARREST and its predecessor ASEAN-WEN Support Program. Activities conducted prior to fieldwork helped the Evaluation Team to understand the context of the ARREST program and define target groups for data collection in the field. During internal consultations at the outset of the evaluation, team members worked closely with USAID/RDMA to identify the intended primary users and audiences of the evaluation report, clarify and/or supplement the evaluation questions as needed and design the data collection protocols and tools. In addition, the Team invited feedback and recommendations from USAID/RDMA personnel who planned to participate in portions of fieldwork. This consultative process enabled the mid-term evaluation to account for recent developments and new opportunities that emerged since the evaluation SOW was approved, as well as respond to gaps in knowledge or areas for further exploration as they arose.

DATA COLLECTION METHODS

In order to complete the data collection in the allocated time, the four-member core Team broke into two sub-teams (A and B; see Table 1), each conducting three weeks of data collection. The core team members were also joined by USAID staff during some stages of data collection.

Table 1: Data Collection Allocation and Flow

Sub-Team A	Sub-Team B
<p><i>Thailand → Vietnam → China → Thailand</i></p> <ul style="list-style-type: none"> • Team Leader: George Taylor • Evaluation Specialist: Julia Rizvi • USAID/RDMA Program Development Office (PDO) M&E Specialist Nigoon Jitthai (Vietnam) 	<p><i>Thailand → Indonesia → the Philippines → Thailand</i></p> <ul style="list-style-type: none"> • Deputy Team Leader: Joseph Dowhan • Local Specialist: Angel Manembu • USAID/RDMA Regional Environment Office (REO) Evaluation Contracting Officer Representative (COR) Supattira Rodboontham (Indonesia)

The full Team began and ended data collection in Thailand. Before data collection, the full Team spent two weeks in Bangkok for planning and internal consultations, and after data collection team members reconvened in Bangkok for one week of data analysis and an outbrief at USAID.

The Evaluation Team employed a mixed-methods evaluation design that combined qualitative and quantitative methods of data collection: document review, KIIs and a survey. Ratings and scales were used in KII protocols and survey questions to ensure the collection of quantifiable data. Based on its initial document review and internal consultations with USAID/RDMA, the Evaluation Team identified four categories of target groups as data sources, for which interview protocols were developed and utilized in China, Indonesia, the Philippines, Thailand and Vietnam:

- **Donors/USG Partners:** USAID/RDMA, USAID Missions, USG Agencies
- **Implementers:** Freeland Foundation and Partners
- **Beneficiaries:** ASEAN-WEN PCU, Law Enforcement Officials, ASEAN Governments
- **External Actors:** INTERPOL, CITES, UNODC, NGOs, Media

The Evaluation Team used parallel analysis to examine the evidence from the three types of data collection. In this “methods triangulation” analytical approach, the Team analyzed in parallel data obtained through different methods but related to the same evaluation question, and then analyzed evidence related to the same evaluation question across data collection methods.

Document Review

As a necessary first step both prior to its deployment and during its initial weeks in Thailand, the Evaluation Team conducted a document review to better understand the context of the ARREST program. This information-gathering included understanding ARREST’s predecessor ASEAN-WEN Support Program; identifying critical assumptions underlying USAID/RDMA assistance for anti-trafficking in wildlife programs; clarifying the theory of change used by Freeland; identifying ARREST program beneficiaries; and gaining knowledge about the sustainability plan for the ASEAN-WEN PCU. Data collected during this stage were especially useful for constructing and refining data collection protocols used during fieldwork.

Please refer to Annex III for a list of documents obtained from USAID/RDMA and other sources, including ARREST program background documents, PMP and quarterly reports; relevant assessments and evaluations; and other information from government agencies, program implementers and researchers. Confidential data—especially that contained in internal USG documents and which were used to help provide context and guide recommendations—are not cited in this evaluation report.

Key Informant Interviews

The Evaluation Team conducted in-person KIIs in China, Indonesia, the Philippines, Thailand and Vietnam, with a selection of individuals from each of the four target groups identified above: donor/USG partners, implementers, beneficiaries and external actors. Table 2 presents a breakdown of the number of informants from each country. KIIs were conducted on an

individual basis or in groups to maximize efficiency, depending on circumstances, appropriateness and available resources.

The Evaluation Team developed interview protocols for each type of key informant, with questions designed to address each of the three primary evaluation questions. Interview questions were tailored for appropriateness based on the interview subject's level of involvement with, or proximity to, the ARREST program. Whenever feasible, two team members were present for each interview to ensure the accurate interpretation of data for quality control. Local logisticians and interpreters provided support as needed in each country.

Table 2: Number of Key Informants By Country⁶

Country	Number of Informants	Males	Females
China	37	21	16
Indonesia	29	14	15
Philippines	28	19	9
Thailand	56	39	17
United States	15	5	10
Vietnam	22	10	12
Other	2	2	0
Total	189	110	79

Survey

In consultation with USAID/RDMA, the Evaluation Team developed a survey that was delivered to specific target groups about Evaluation Questions 2 (Law Enforcement Capacity Building) and 3 (Sustainability, Partnerships and Learning). The survey questions were designed based on the ARREST program's focus on sustainability in combination with heightened USG and regional attention toward next steps in combating illegal wildlife trade. Primary recipients of the survey

⁶ The Evaluation Team contacted several dozen other potential key informants who were either unavailable or failed to respond to requests for interviews. Lack of response to this level is typical for an evaluation of this scope and magnitude.

were selected on the basis of their affiliation with ASEAN member states, national WENs, the ASEAN-WEN PCU and other national or regional stakeholders. Recipients were based in 10 ASEAN member states, including countries that were not visited during fieldwork: Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Singapore, Thailand and Vietnam. The survey was relatively short in order to achieve an optimum response rate and was available only in English, the “working language” of ASEAN. The survey was launched directly after the completion of fieldwork using the web-based application SurveyMonkey.

DATA ANALYSIS

Document Review

All documents that were reviewed were “mined” for both quantitative and qualitative data relevant to answering the evaluation questions. Findings from the document review were triangulated with findings from interviews with Freeland staff and other key informants to ensure validity.

Key Informant Interviews

For each interview conducted, the Evaluation Team entered responses provided by the key informant(s) into the appropriate interview protocol template, making sure to disaggregate data by sex and location as appropriate. The Team member then summarized key themes, issues and recommendations raised by the key informant(s), as well as any insights identified by the interviewer(s). In compliance with international evaluation ethics standards, the Team respects the privacy and confidentiality of key informants by not attributing findings to them by name in the evaluation report.

Survey

The survey included a balance of both closed-ended questions (e.g., multiple choice, yes/no, rating scales) that enabled the collection of quantifiable data and open-ended questions to ensure that the Team’s analysis incorporated underlying dynamics for why respondents answered closed-ended questions in a certain way. Survey data was downloaded into Excel and disaggregated by sex, country and respondent type (e.g., ASEAN member state, national WEN, ASEAN-WEN PCU, other). Both quantitative and qualitative survey data were analyzed and triangulated with data collected through interviews with the same target group.

The survey was sent to a total of 165 valid contacts, from which 61 contacts provided answers to substantive questions (37 percent response rate). Figure 2 displays the number of responses from each country. Unfortunately, despite various attempts, the Team was unable to garner any responses from contacts in Myanmar. Respondents were 19.7 percent female, and 67.7 percent of them had completed a graduate degree, demonstrating a very high education level.

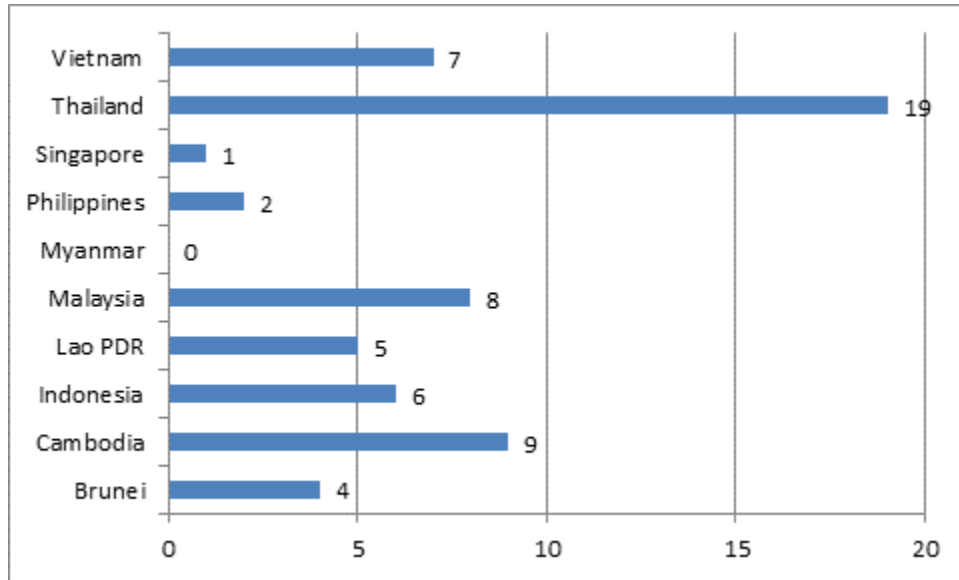


Figure 2: Survey responses by country

LIMITATIONS AND RISKS

While the factors outlined below constrained the evaluation in various ways, the Evaluation Team was able to successfully mitigate the most significant potential limitations and is confident that none of them caused serious risks to the validity of evaluation findings.

Attribution and Generalizability

The most significant limitation in the evaluation relates to attribution. In the absence of baseline data or a valid comparison group, findings and conclusions related to program effectiveness rely almost exclusively on stakeholder perceptions. This is further complicated by the fact that Freeland—and its Chief of Party—had been working in the region for years prior to launching the ARREST program. The fact that multiple donors and implementers are actively working to combat wildlife trafficking in Southeast Asia presents challenges for making judgments about attribution. This limitation was understood from the outset of the evaluation, and the evaluation questions were accordingly focused less on attribution and more on implementation, program approach and contribution.

In addition, while the Evaluation Team sought to collect data from as many respondents and from as many locations and stakeholders as possible, due to time constraints, the Evaluation Team was only able to reach 189 respondents through interviews in five countries. Given that much of the data collected in this evaluation was qualitative and collected from a convenience sample, the Evaluation Team is somewhat limited in its ability to generalize findings beyond direct respondents, although these respondents represent nearly all prioritized stakeholders and target groups.

Recall Bias

Recall bias is a common evaluation problem, in that program beneficiaries may respond to questions posed by the Evaluation Team with answers that blend their experiences into a composite memory. Given the involvement of USAID/RDMA and Freeland in the predecessor ASEAN-WEN Support Program, key informants may not have made clear distinctions between assistance provided before and after April 2011 (when the ARREST program began). Furthermore, individuals who may have participated in training conducted by other implementers and/or on several topics may not distinguish them as separate activities. Freeland itself conducts additional activities with non-USAID funding, and some key informants may have participated in training conducted by Freeland but not funded by USAID/RDMA.

Response Bias

Another potential limitation relates to response bias that may occur if respondents think that providing certain responses or information to the Evaluation Team may lead to additional funding or continued participation in training activities, for example. Furthermore, key informants may hesitate or self-censor in KIIs in which USAID staff participate. The Team minimized this limitation through data source triangulation and found, in practice, that interviews with USAID staff present were not substantively different in the type of information presented. In fact, it was during interviews with USAID participation that some of the most unexpected and even negative/critical results were revealed. A related type of response bias could occur if questions are asked in a way that leads respondents to certain responses. Interview protocols and survey questions and response options were designed to be as neutral as possible to mitigate this concern.

Selection Bias

The Evaluation Team used the snowball sampling technique to minimize the potential for selection bias, including the possibility that USAID/RDMA or Freeland may have—even unintentionally—directed the Team to the most active, responsive, engaged and favorable respondents. The online survey was intended to help mitigate the issue of generalizability, allowing for data collection from a wider group that represented 10 ASEAN member states. While the survey enabled the Team to collect data from five additional countries, respondents from Thailand constituted the highest number of responses. Given the location of USAID/RDMA and Freeland, the Team conducted the most KIIs in Thailand as well.

Direct Observation

The Evaluation Team would have benefited from direct observation of ARREST program events. Unfortunately, no ARREST program activities were underway during the six weeks allotted for fieldwork. Alternatively, the Team worked with Freeland and ASEAN-WEN PCU staff to convene group interviews during fieldwork in each country.

The Evaluation Team reached out to USG and Freeland contacts for assistance with organizing visits to airports and ports in each of the five countries included in fieldwork. Site visits would have afforded team members the opportunity to observe firsthand the kinds of operations conducted at the various facilities and to note any significant differences between countries in

regards to the types of shipments being received and the manner in which inspections are conducted. The Team could have assessed interdiction procedures and knowledge of CITES regulations, met with ARREST trainees and conducted on-site KIIs of law enforcement staff. Upon arrival in Bangkok, the Evaluation Team was informed by Freeland that, due to security sensitivities and bureaucratic approval processes, it would not be possible to arrange these visits. Given that site visits were not possible, the Team could not use this avenue for better understanding systems in place to detect and interdict endangered species trafficking or for drawing conclusions about how officials apply law enforcement training conducted through the ARREST program. Instead, the Team acquired this data by including relevant questions in the interview protocol for ARREST training beneficiaries.

Availability and Participation

USG staff members initially identified to serve on the Evaluation Team were unfortunately either not available at all or not available for the full length of time originally planned. Nonetheless, some were able to participate and contributed significantly to the evaluation process. These original members included a Monitoring and Evaluation Specialist from USAID/RDMA, a Media Campaign/BCC Specialist from the USAID Bureau for Economic Growth, Education and Environment (E3) and a Law Enforcement Capacity Building Specialist from USFWS. The Team benefitted greatly from the participation of USAID/RDMA Monitoring and Evaluation Specialist Nigoon Jitthai, who was able to participate in one of the three weeks of country visits. Megan Hill of USAID/E3, unavailable to participate in fieldwork, was later able to provide valuable input on BCC to the report. A representative from USFWS was unfortunately unable to participate in the evaluation.

The availability of some key informants was limited because of assignment transfers and annual leave. Due to preexisting summer plans, a number of USG, Freeland partners and external expert staff were not available during the fieldwork portion of the evaluation, though some were later interviewed by phone or e-mail following the completion of fieldwork. Freeland's Chief of Party was out of the country for at least half of the time that the Evaluation Team spent in Bangkok. To their credit, Freeland's Deputy and other staff were very helpful in answering a number of the Team's questions, though it would have been useful to have had the direct input of the Chief of Party, who has been the dynamic, driving force behind both the conceptualization and implementation of the ARREST program. Other limitations on the availability of key informants included holidays such as Ramadan in Indonesia and a Buddhist holiday in Thailand, both occurring during scheduled field visits, as well as conferences and meetings of intended interviewees held out of the country during the fieldwork period.

IV. LOOKING BACK (2011–2013): FINDINGS, CONCLUSIONS & RECOMMENDATIONS

The need for international cooperation and networking to combat wildlife trafficking is becoming all the more urgent. The impending softening of borders in Southeast Asia can only be expected to result in and exacerbate more readily accessible and less scrutinized transport of wild species and products throughout the region. Individual states cannot be expected to solve the problems of transnational wildlife crimes and threats to indigenous species without engaging the support of neighboring countries.

Freeland aims to influence the actions of countries that provide wildlife products in contravention of national and international laws, countries that facilitate the transport of illicit wildlife products through and across their territories, and countries that consume endangered wildlife products—encouraging and facilitating the regional cooperation needed to stem the transnational flow of endangered species and illegal wildlife products.

The ARREST program is off to a strong start. The program has made important progress during its first two years, particularly in its law enforcement training and capacity-building activities. ARREST is exceptionally well positioned to help address rising USG interest in and concern about the illegal wildlife trade both regionally and globally, including its intersection with a broad range of other high-priority issues such as transnational drug and human trafficking crimes and emerging pandemic threats resulting from the illegal transport of animals across borders without any health inspections.

The Evaluation Team presents forward-looking discussion, conclusions and recommendations in Annex VI-Looking Forward (2013-2016).

DEMAND REDUCTION AND AWARENESS RAISING

Evaluation question: *To what extent have demand reduction and awareness-raising activities been successful at reducing demand for illegal wildlife and wildlife products?*

Findings

Public Awareness

The Evaluation Team's review of program documents and KIIs with Freeland and its implementing partners confirm that the awareness-raising component of the ARREST program remains in the initial stages of implementation. Working with corporate partners J. Walter

Thompson (JWT) and AsiaWorks Television, Freeland designed and piloted the iTHINK campaign in Thailand at the CITES Conference of the Parties (COP) 16th meeting in March 2013.⁷ An estimated 2,500 delegates from 180 countries were exposed to the campaign messages. iTHINK messages are displayed in public spaces in Thailand such as subway stations, sky-train stations, parks and the Bangkok international airport; Freeland reported that more than two million passengers were exposed to iTHINK banners in the customs section of the airport. Local partners in China and Vietnam are poised to support the expansion of the iTHINK campaign into those countries, which are priorities for demand reduction. The Evaluation Team did not focus its efforts on assessing ARREST's performance in Cambodia, Lao PDR and Malaysia, where awareness-raising activities have been comparatively fewer in number. Yet, ARREST program documents reported that Freeland showcased iTHINK campaign materials during the "Save Our Wildlife Exhibition" in Kuala Lumpur. Hosted by Berjaya University, the event attracted 10,000 people. In comparison to other countries, the awareness-raising program component has been limited in the Philippines and Indonesia.⁸

In discussing the objectives and impact of the iTHINK campaign with Freeland, implementing partners and external actors, the Evaluation Team learned that the foundational stage of iTHINK uses messages from key opinion leaders to elevate consciousness about choices related to illegal wildlife trade. The simplicity and common aesthetic of iTHINK are intended to serve as a template for each country to tailor the campaign to its own cultural or political realities. JWT, which designed the campaign in consultation with Freeland, noted that iTHINK could be transformed into a tactical campaign that targets specific audiences to promote their understanding of needed actions. For example, the Fin Free campaign (conducted by Freeland with non-ARREST funding) was a tactical campaign that achieved commitments and action by a targeted group of hotels in Bangkok. The Evaluation Team considered this distinction between awareness campaigns and tactical campaigns when assessing the intended outcomes and actual impact of the iTHINK campaign.

In all countries visited by the Evaluation Team, NGOs have been engaged in various efforts to increase public awareness about wildlife trafficking. Key informants reported varying levels of success, as well as a consensus that impact and attribution in this area are exceptionally difficult to measure. Several of Freeland's peers—most notably TRAFFIC and the World Wide Fund for Nature (WWF)—spoke with the Evaluation Team about their use of BCC strategies and social

⁷ Freeland received pro bono support from JWT valued at USD \$100,000–150,000 for creative work and time for the iTHINK Campaign. Freeland obtained a 25–40 percent cost reduction from AsiaWorks for each production.

⁸ Freeland indicated that its public-awareness activities in Indonesia are intended to begin in 2015, while launching similar activities in the Philippines would require additional funding. Freeland reports that local NGOs have been identified to support public-awareness activities in both countries.

marketing tools to address underlying influences of behavior, present alternative choices and alter habits.⁹ Integrated communications plans that outline iTHINK campaign strategies to be launched in China and Vietnam consider consumer behaviors, identify primary target audiences (government, youth and business) and establish entry points for participatory engagement with each group.¹⁰ In addition, Rapid Asia conducts post-campaign effectiveness surveys that index changes in knowledge, attitudes and practice (KAP) among audiences of Freeland campaigns. As Freeland and its partners refine and implement future stages of the iTHINK campaign, the Evaluation Team recommends that BCC strategies continue to be utilized in the project design stage to achieve greater impact in addressing root causes of wildlife consumption.¹¹

Regionally, Freeland has produced two three-dimensional animated public service announcements (PSAs) aired by three local broadcasters. Freeland is now working to achieve wider reach for the PSAs via a satellite channel that broadcasts in five countries: southern China, Lao PDR, Myanmar, Thailand and Vietnam. ARREST program documents report progress in raising awareness about wildlife trafficking in Cambodia, Lao PDR and Malaysia. The Evaluation Team did not examine these reported cases of success. Two billboards have been installed to promote a wildlife hotline in high-traffic areas of Phnom Penh and Siem Reap in Cambodia, and Khmer and English campaign messages have been installed in international airports in the cities. The hotline service has successfully promoted the involvement of the public in reporting wildlife crime. Freeland reported that the hotline received 139 calls—leading to the confiscation of 233 animals, five arrests and the collection of approximately US \$2,700 in fines.

Measuring Success

The majority of key informants interviewed by the Evaluation Team asserted that it is too early to determine the extent to which ARREST awareness-raising activities have been successful in reducing demand for illegal wildlife and wildlife products. Not only does the iTHINK campaign remain in its early stages—one country and five months into implementation at the time of this evaluation—but altering beliefs and behaviors is also a long-term endeavor that cannot be achieved through dissemination of some key messages among the general public. This

⁹ For example, WWF Philippines established a sustainable alternative for tuna smugglers, who now train their communities on how to catch, conserve and sell blue tuna for four times the price of smuggling tuna overseas. The campaign is designed to highlight the benefits of doing similar things in a different way.

¹⁰ The Evaluation Team reviewed initial drafts of 2013-2016 planning documents that were produced by Freeland in July 2013 (Vietnam) and August 2013 (China). It is anticipated that revised versions of the documents will be produced after the period covered by this mid-term evaluation.

¹¹ See Annex V, which outlines Potential Contributions of Behavior Communication Change (BCC) to ARREST: Rationale and Next Steps.

perspective was shared among donors, government officials and international and local NGO representatives with detailed knowledge of the illegal wildlife trade and various in-country operating environments. Informants highlighted the many challenges associated with eliminating root causes and transforming entrenched attitudes and practices related to wildlife consumption. At the same time, a number of NGOs identified youth as receptive to new perspectives and potential educators of their peers and families.

Freeland uses campaign tracking to determine whether its public-awareness messages resonate with intended audiences; the Evaluation Team identified campaign tracking as a best practice used by a number of peer NGOs to test campaign messages and assess impact. Two research firms, Rapid Asia and Horizon Key Research, collect data to inform Freeland's awareness-raising activities. Rapid Asia supports the implementation and analysis of consumer campaign pre- and post-surveys in Lao PDR, Thailand and Vietnam; Horizon Key Research conducted a wildlife consumption behavior survey in China.

A campaign-effectiveness survey conducted in 2012 with 452 people in the Lao PDR airport found that most respondents did not understand the meaning of the Freeland public-awareness messages: "*Protect our wildlife, protect our future;*" "*Every time you buy, nature pays;*" "*Stop illegal wildlife trade*" and "*Illegal wildlife trade is punishable by law.*" Freeland staff indicated that the lack of clarity was due, in part, to the challenges related to approval of images and text by the Lao PDR airport authorities. The campaign effectiveness survey reiterated that messages should be simple and clear, repeated and distributed throughout a physical space through various creative methods.

Feedback provided to the Evaluation Team through KIIs suggests that audiences in Thailand responded positively to the iTHINK campaign and its involvement of male and female intellectuals who are also public figures. Overall, key informants believed that awareness-raising activities conducted by Freeland successfully informed residents and increased awareness about wildlife crimes in Thailand. This finding is supported by a survey conducted by Rapid Asia about the impact of the iTHINK campaign on audiences in Thailand. Survey results released in July 2013 indicate a 35 point increase in the KAP Index for buyers of wildlife and conclude that the campaign "met its main objective to help make people aware and start thinking about doing the right thing." The survey acknowledges that the iTHINK campaign has increased knowledge and reinforced positive attitudes about wildlife consumption in Thailand. Meanwhile, it notes that there are opportunities for improvement in the area of behavioral intent.

The majority of key informants conveyed that the iTHINK campaign could be successful throughout the region, provided that the campaign is appropriately tailored to country-specific contexts. Donors, Freeland partners, government officials and NGO representatives emphasized that market research and local knowledge should inform the selection of distinct types of key opinion leaders to be featured by iTHINK in each country. Celebrities, athletes, business leaders and political figures—both local and foreign—garner different levels of respect depending on culture, domestic politics and foreign policy. Diplomacy may be required to gain necessary approvals in societies where freedom of speech is constrained. In other cases, certain types of key opinion leaders may remain off limits; for example, Chinese politicians are not permitted to issue public statements or appear in commercials. On another front, Freeland partners and other

key informants working in China noted that the concept of the individual “I” as a power center to encourage personal action may not resonate in Chinese culture, which tends to be comparatively community-based. Alternate translations may need to be considered. Moving forward, it will be critical for the iTHINK campaign to consider culturally sensitive perspectives offered by Freeland’s local partners and peer NGOs.

Leveraging Partnerships

Freeland’s collaboration with local partners helps to expand its geographic reach, local expertise and strategic relationships beyond its Bangkok headquarters in order to successfully implement wildlife demand-reduction activities on a regional scale. Freeland’s selection of the International Fund for Animal Welfare (IFAW), a well-established and widely respected NGO based in Beijing, provides a solid foundation for launching the iTHINK campaign in China. Freeland’s implementing partner for online consumer reduction efforts in China, IFAW has extensive background in implementing similar campaigns, providing related guidance to peer NGOs in China and leveraging local partnerships to disseminate its messages. For example, the Evaluation Team spoke with IFAW and JCDecaux representatives about the latter’s pro bono provision of physical space in metro stations for IFAW campaign messages about illegal wildlife trafficking—including at a station adjacent to a market that sells illegal wildlife products. The relationship and campaign materials have led to networking opportunities for IFAW, such as increased access to business leaders and potential financial or political support for its campaigns. Companies like JCDecaux that value environmental sustainability, investment in local communities and corporate social responsibility are prime candidates for partnership with Freeland.

To launch the iTHINK campaign in Vietnam, Freeland is working with Education for Nature–Vietnam (ENV), a local NGO that seeks to be a bridge between citizens and law enforcement authorities and to offer a platform for the Vietnamese public to voice its views on conservation. As part of the ARREST program, ENV presented Wildlife Hero Awards to Vietnamese law enforcement officers and media personnel who are dedicated to wildlife conservation. ARREST also supported the production of Vietnam’s biodiversity program, which aired on all local television stations and was publicized using social media tools. ENV provided input to Freeland about identifying local key opinion leaders to be featured in the iTHINK campaign in Vietnam, but like IFAW in China, ENV lacks direction on next steps, roles and responsibilities for producing tailored campaign materials. At the time of the evaluation, both IFAW and ENV noted that their grant agreements with Freeland were near expiration, and staff were unclear about future activity plans.

Key informants at ENV also spoke with the Evaluation Team about their advocacy efforts to improve the legislation and policy environment around wildlife trafficking. ENV works with National Assembly members to improve national laws and with provincial leaders to rule favorably on high-level provincial cases. ENV believes that its work with National Assembly members and government staff is somewhat unusual given the negative impression of and suspicious attitude toward NGOs in Vietnam. Over time, government officials have observed ENV’s commitment to the issues and offered regular support. ENV believes that policy

advocacy—along with public-awareness and advocacy campaigns—is particularly successful when it originates from a local NGO with permanent in-country staff and a demonstrated local commitment to the issues at hand. At the same time, ENV representatives told the Evaluation Team that “our voice is very quiet” and international pressure is needed to influence wildlife-related policies and their implementation. ENV’s policy advocacy activities are not funded via the ARREST program; additional support from the USG for policy advocacy—funding, political will, strategic partnerships and international pressure—would help to bolster demand reduction efforts in the country.

In China, the Evaluation Team attended an NGO coordination meeting convened by Freeland’s partner at Beijing Normal University and learned that a number of NGOs are pursuing parallel public-awareness campaigns that entail potential synergies with Freeland activities. Provided that NGOs are able to define specific roles and contributions and overcome the branding and “logo soup” that could ensue, the iTHINK campaign could be a vehicle for promoting cohesion among ARREST partners and peer NGOs. In addition, key informants from Vietnam-based ENV noted that coordination meetings of Freeland partners, held in Bangkok and Hanoi, had been extremely useful. ENV noted that it would be beneficial for Vietnamese NGOs to work more closely with Chinese NGOs—especially given the countries’ common wildlife demand challenges. Another key informant noted that Vietnam and Indonesia look to China as a regional power and may benefit from increased collaboration and positive modeling by China on the priority issue of wildlife trafficking.

Conclusions

- **Demand Reduction:** Reducing demand for illegal wildlife is a long-term endeavor that involves changing knowledge, attitudes and practices. Various conditions and external circumstances can enable or impede such changes. Given these factors and the number of public-awareness activities conducted by various NGOs, it will not be possible to attribute measurable shifts in demand reduction to Freeland activities exclusively. While iTHINK received a positive response in Thailand, it is too early to determine the campaign’s overall contributions to public awareness in all targeted countries. ARREST’s impact on demand reduction might not be realized during the program period.
- **Behavior Change Communication:** BCC theories have been developed and applied effectively—especially in the health sector, but also by NGOs active in the wildlife conservation arena—to enable people to initiate and sustain constructive alternative behaviors. iTHINK campaign strategies to be launched in China and Vietnam consider consumer behavior, and the ARREST program measures behavior change through campaign-effectiveness surveys. Future phases of iTHINK and other Freeland campaigns could benefit from consulting and emulating models of success to encourage and incentivize alternative behaviors among consumers of wildlife products.
- **Target Audiences:** Still in the early stages of implementation, the iTHINK public-awareness campaign did not intentionally target specific groups in Thailand. Instead, KIIs with Freeland, JWT, AsiaWorks and implementing partner staff indicated that the ARREST communications strategy, until now, had been directed at the general public. Meanwhile,

Freeland's integrated communications plans for iTHINK campaign strategies to be launched in China and Vietnam cite the motivations and practices of particular groups and the need to tailor messages accordingly. In its July 2013 campaign effectiveness survey, Rapid Asia recommended that Freeland consider developing separate messages for buyers and non-buyers of wildlife products, thereby having iTHINK messages that are more relevant and targeted. Consumer survey results or needs assessment interviews could be used to strengthen and refine messages for women, youth or citizens of a particular economic standing as well as to promote or create an enabling and supportive environment for behavior change of those groups. Cultural understanding is critical, especially as it relates to the values and motivations of buyers and consumers.

- **Public Awareness Partnerships:** Freeland has pursued a strategic and effective approach by identifying respected local NGOs and experts to serve as partners in conducting its public-awareness campaigns. ENV in Vietnam, IFAW in China and Protected Areas and Wildlife Bureau (PAWB) and ASEAN Centre for Biodiversity (ACB) in the Philippines possess complex knowledge about the operating environment and can help to facilitate relationships with peer NGOs, government officials and corporate sponsors. Freeland's capable partners are eager to provide informed input to guide the tailored roll-out of iTHINK in other countries.
- **Communications Resources:** While Freeland's work with law enforcement focuses on short-term immediate consequences and requires tactical investment, demand reduction requires conceptual investment in long-term targeted interventions. Some of Freeland's peer NGOs devote robust financial and human resources to develop and implement innovative communications strategies. Meanwhile, Freeland staff are already managing operations, training and public relations; they have not yet devoted specific attention to mass communications. With only three Freeland staff to manage the many activities described in ARREST program documents, additional human resources would be beneficial.

Recommendations

- **Continue to refine the ARREST demand-reduction strategy, building upon successful awareness-raising activities and focusing increasingly on behavior change communication.** Building upon successful public-awareness activities, Freeland should integrate USAID's global experience with BCC into its approach to demand reduction. As Freeland and its partners develop and implement future stages of the iTHINK campaign in China and Vietnam, they should consider detailed recommendations outlined by USAID and the Evaluation Team in Annex V-Potential Contributions of BCC to ARREST: Rationale and Next Steps. Consultation with BCC strategists will ensure that public-awareness messages are accompanied by a holistic approach to reduce demand for illegal wildlife products. (Freeland)
- **Consider the potential benefits of tailoring messages for target audiences:** youth, those intending to purchase, decision-makers, female buyers, elites, villagers, traders and the public sector. Freeland and its implementing partners should continue to use

consumer surveys to understand priority groups, identify content to include in campaign messages and fashion effective demand reduction strategies.¹² (Freeland, Implementing Partners)

- **Discuss roles and responsibilities related to the expansion of iTHINK with NGO and media partners in China and Vietnam.** Freeland implementing partners ENV and IFAW require clarity on roles and budget allocations for the campaign. Other peer NGOs are involved in parallel public-awareness campaigns that entail potential synergies with Freeland activities. Particularly in China, Freeland should continue to convene other NGOs and refine its strategy to leverage best practices and strategic relationships. (Freeland, Implementing Partners)
- **Continue to forge partnerships with private sector entities that value environmental sustainability, investment in local communities and corporate social responsibility.** Non-traditional partners that may have tangential involvement in wildlife conservation should also be considered. For instance, the Evaluation Team learned that the World Federation of Chinese Medicine Societies collaborates with the Chinese State Forestry Administration (SFA) to promote the protection of endangered species while supporting the practice of Traditional Chinese Medicine (TCM) on an international scale. (Freeland, Implementing Partners)
- **Foster strategic alliances that bolster policy advocacy efforts to reduce the demand for illegal wildlife.** Additional support from the USG for policy advocacy could include funding, political will, strategic partnerships and international pressure. For example, key informants in China noted the positive impact of visits by high-profile U.S. politicians who highlighted wildlife conservation in their agendas and talking points. USAID should also promote the exchange of information about consumer demand surveys and evidence-based policy advocacy strategies—within and across ARREST target countries—both by NGOs and USG partners. (RDMA, DoS, U.S. Mission to ASEAN, USG Partners)
- **Ensure sufficient financial support for Freeland to recruit a dedicated communications team.** Freeland team members should include an experienced BCC expert, digital strategist and outreach staff. The BCC expert could lead the refinement of Freeland’s demand-reduction approach as described above. A digital strategist could help Freeland determine where to place its messages, how to increase its online presence and with whom to partner for greater visibility. (In addition to Facebook, Freeland should have an increased presence on YouTube and Twitter.) Following IFAW’s model, the digital

¹² For example, TRAFFIC and WWF conducted a consumer research survey on rhino horn usage in Vietnam (2013), which provides a detailed analysis and discusses the cultural elements that influence the buyers of wildlife trade.

strategist could also use technology to support Freeland’s work in preventing online wildlife sales. (RDMA)

- **Recruit additional media savvy individuals with experience in the marketing field and connections with the private sector.** A media team could think about specific issues to tackle and how to target messages. It would be useful if the expanded team members had existing background in media and connections with media buying agencies in each ARREST target country. A media team could also help to develop innovative tools, such as mobile applications to report sightings of illegal wildlife to law enforcement. (Freeland)

LAW ENFORCEMENT CAPACITY BUILDING

Evaluation question: *To what extent has law enforcement capacity building been institutionalized and improved anti-poaching and anti-trafficking efforts within ASEAN-WEN countries and regionally?*

Findings

The Wildlife Enforcement Networks (WENs)

In its interviews with key informants, including national WEN focal point members, the Evaluation Team found that some national WENs—both at the field-level and senior-level cross-border intelligence-share focal points—were not functioning as well as conceived, particularly in meeting and coordinating regularly with members from various law enforcement agencies within the country. Members of one WEN stated that they had not met in a long time, and before Operation Cobra (see under SIGs), they were not having regular meetings at all. The head of another WEN stated that meetings were held irregularly and attended only by low-ranking staff members who were not authorized to make any high-level decisions, especially where several different agencies were involved; when members did meet, they did not discuss substantive issues. However, members of one of the WENs felt that their internal coordination was working well, as evidenced by the meeting itself being well attended by members who represented different agencies.

When asked about their interactions with the PCU, opinions among the WENs and others varied; some WENs questioned the value and benefits of the PCU and viewed it mainly as a distributor of newsletters and information compiled from the other WENs, while members of another WEN spoke very highly of the PCU’s support and coordination role. All of the WENs agreed that the PCU was not yet very effective in providing support to the WENs in all matters pertaining to the functioning of an integrated regional law enforcement network, and interviewees asserted that the PCU needed strengthening of its staff, technical communication and budget if it were to function as intended as a regional coordinating entity. Most of the WEN contacts interviewed felt that there needed to be a greater role by the PCU in coordinating workshops, training and coordination of law enforcement efforts among the national WENs. One informant expressed that because of its location in Bangkok, the PCU was viewed by many of the WENs as being strictly a Thailand program and not an ASEAN-wide support office.

The Team met with full-time staff at the PCU on three occasions in an effort to gain a better understanding of the entity's roles and responsibilities as well as its current staffing capacity. Discussions with full-time PCU staff revealed that while they were tasked with many responsibilities, they were stretched thin over the entire 10-country ASEAN region with an extremely limited staff and a very limited budget for travel, meetings and workshops. However, the staff appears to be very dedicated to providing useful information to the WENs and to holding coordination meetings. Currently, in an effort to strengthen its capacity, a secondment from TRAFFIC is working two days per week at the PCU office to provide assistance on endangered species issues and several trainees are undergoing skills training in website development and technical communication. The Evaluation Team was told by a key informant that interactions between the PCU and ARREST/Freeland are perceived as minimal and primarily related to transfer of funds between USAID and the PCU. However, the Evaluation Team later learned that a Freeland staff member is based in the PCU full-time and another Freeland staff member spends one day a week there. PCU staff interviewed by the Evaluation Team on several occasions neglected to mention or discuss the Freeland secondments and their contributions. Temporary staff seconded from ASEAN member states to the PCU are useful and provide input from their home countries. However, their rotations are limited in time, constraining their ability to become fully oriented to the PCU's operations or to engage in long-term initiatives.

*Special Investigation Groups (SIGs)—Operation Cobra*¹³

Operation Cobra was viewed by the majority of participants interviewed as a very effective cross-border, network-building exercise that served to develop investigative skills and intelligence gathering and to build collaborative relationships with LE officials in other countries. Although not funded through ARREST, this operation resulted in significant on-the-ground enforcement actions on wildlife trafficking over a broad geographic scale and demonstrated what could be accomplished with a coordinated effort among countries. During group interviews, LE officials in the countries visited by the Evaluation Team felt very strongly about the positive contributions that Operation Cobra provided to their knowledge, skills and networking abilities and voiced their desire to see similar operations continue. In addition to the concrete results in interdicting illegal wildlife trafficking, the interpersonal and professional relationships developed among the participants during this month-long exercise were viewed as being of equal significance to the actual law enforcement skills that were learned. According to several LE officials who participated in this operation, these relationships continue into the present and have provided useful intelligence information and coordination among countries in fighting

¹³ Operation Cobra was not funded through the ARREST program, but by USFWS and the Chinese government. However, ARREST provided complementary funds to support USFWS and Freeland staff who facilitated the operation.

international wildlife crime; however, not all LE agencies in other countries have had similar opportunities or experiences.

Participants and supporters of Operation Cobra were equally enthusiastic about continuing such exercises in other countries as well as focusing on other species. They were particularly interested in conducting a marine SIG that would include the National Oceanic and Atmospheric Administration (NOAA), Coast Guard, Navy and Fisheries Enforcement officials in addition to the national police, rangers, border guards and others who participated in Operation Cobra. Some of the protected area rangers also expressed interest in a SIG focused on illegal logging of CITES-listed tree species such as Siam Rosewood, including additional partners such as the U.S. Forest Service (USFS) and national forestry ministries. Freeland is very aware of the request by many ASEAN countries for it to promote and organize additional SIGs and has already made plans to conduct a marine SIG ("Cobra II") in the near future.

Training of Prosecutors and the Judiciary

Although no prosecutors or judges were interviewed by the Evaluation Team, several comments were received specifically from NGOs, WEN members and RDMA staff that it would be helpful if LE officials worked more closely with prosecutors and judges throughout the process of apprehending and prosecuting individuals involved in wildlife crimes, rather than communicating only after the fact. In addition to correct identification and forensic analyses of confiscated specimens or products, LE officials at all levels expressed the need for them and others to be better trained in such matters as proper techniques and methods of evidence gathering, data analysis, and, in particular, case-building. According to some informants, there have been many instances in which criminals were apprehended and illegal wildlife items confiscated only to have the cases viewed by prosecutors as not having enough evidence or not otherwise being sufficient for trial or thrown out in court by judges. And, according to informants, in other instances where prosecution was successful, the penalties that were administered were considered too lenient by LE officials to serve as any real deterrent to the commission of similar crimes in the future. Various groups interviewed emphasized that penalties for wildlife crimes are too lenient; this reality has apparently served to frustrate and discourage LE officials in their anti-trafficking activities.

According to some NGOs and USG officials, courses that have been developed and conducted by ARREST for prosecutors and judges to specifically inform them of the nature of wildlife crimes and to assist them in developing cases and determining appropriate penalties to serve as deterrents have not always been successful. In some instances, prosecutors and judges were invited to participate in the same courses that were being held for LE officials. Most prosecutors and judges did not wish to be subjected to one week or 10 days in the field listening to techniques and tactical training on how to apprehend criminals and, being more used to courtrooms and chambers, were uncomfortable being in an outdoor environment among LE field agents; therefore, many refused to attend.

The Evaluation Team learned at its meeting with the ASEAN Inter-Parliamentary Assembly (AIPA) Secretariat in Jakarta that AIPA enjoys a close and positive working relationship with Freeland staff. The Freeland Chief of Party's presentation to the Plenary Session of the General Assembly

last year was instrumental in the development of a Letter of Cooperation (LOC) (December 4, 2012) between the two organizations, a document that seeks to increase communication and cooperation on the issue of combating wildlife trafficking in the ASEAN region, including awareness-raising and policy issues. AIPA is very enthusiastic about the LOC but stated that it is still too early to have produced any results; interviewees noted that a follow-up meeting or workshop with parliamentarians would ensure progress. The Secretariat also suggested that USAID be included in the LOC.

Although AIPA receives continued informational inputs from Freeland, the Secretariat expressed its desire to more forcefully and visually raise the issue of wildlife trafficking with parliamentarians and policymakers in the ASEAN region. The Secretariat suggested a presentation by the Freeland Chief of Party to the IAPA Caucus on the serious nature of wildlife crimes and their connection to other criminal trafficking syndicates. In addition, the Secretariat requested that Freeland provide concise one- to two-page summaries and updates on the ARREST program for distribution to all ASEAN Members of Parliament. With respect to awareness-raising, the Secretariat and an advisor to AIPA mentioned that specific groups need to be identified and targeted, including parliamentarians.

Institutionalizing LE Capacity Building—Training of Trainers (ToT)

Institutionalization of LE training appears to be making good progress in several ASEAN member states. The consensus from a number of LE officials—including front-line rangers—who participated in such training exercises both prior to and during the first half of the ARREST program is that Freeland has done an exceptional job in conducting professional training courses in detection and protection. While some training programs have been carried out in individual ASEAN member states, many have been held in Thailand and have included select representatives from several ASEAN countries, often at the same time. Most recipients of Freeland training praised the quality and content of the training and have come away with new skills relevant to their jobs. Not all, however, are without their criticism of certain aspects of the training program, particularly about the relevance of training to all recipients (e.g., port inspectors, quarantine officers and prosecutors), the need for translators and the use of modern weapons and equipment demonstrated during the training that are not available in their countries. A number of suggestions on specific kinds of training needs were expressed by several interviewees, including front-line beneficiaries. These included the need to conduct more training on topics such as intelligence-gathering and undercover work in addition to traditional protect and repressive trainings; conduct training on case-building, species identification and smuggling techniques; and carry out training in environments other than forests, e.g., coastal/marine areas and ports. In addition, NGOs and protected area rangers were among those who remarked on the need to involve local communities and NGOs in various law enforcement training, such as monitoring and surveillance, intelligence gathering, data analysis and other useful skills development in support of law enforcement officials. There was general agreement, however, that these trainings should not involve firearm training.

Of the LE training recipients interviewed, at least three remarked that they had attended more than one training course, including team leader training. They often served as assistants to

Freeland trainers during subsequent training sessions and look to the ARREST training to help them become certified as trainers in their own countries; Indonesia, for example, has a lengthy and rigorous requirement. Several of these same informants noted that they wished to train their fellow countrymen in their own language and under field conditions and environments specific to their country rather than having to rely indefinitely on expatriate-led organizations such as Freeland for continued training. This sentiment was widely expressed by training recipients in Indonesia, the Philippines and Thailand. Wildlife programs in the Philippines, for example, have already begun carrying out training programs for their own LE officers in techniques specific to combating wildlife crimes. LE officials also expressed, however, that they could benefit from additional Training of Trainers (ToT) courses to improve their training skills. A training workshop scheduled for late Fall 2013 in the Philippines will be conducted entirely by local wildlife officers, and Freeland staff will be invited to attend as observers to provide technical feedback on their training content and delivery.

The Role of NGOs in Law Enforcement

The composition of Freeland's staff reflects its heavy emphasis on and expertise in law enforcement, with several staff members coming from, for example, the ranks of the Australian military, New Scotland Yard, USFWS, Customs and the police, among others. Opinions regarding the role that NGOs such as Freeland should play in training law enforcement officers to fight wildlife crimes vary, with some international LE agencies and USG agencies voicing the strongest concerns. On the other hand, most forest and park rangers who were direct recipients of Freeland training extolled the skills and training they received, especially as compared to that provided by their national governments.

The types of LE training courses that Freeland provides as part of the ARREST program are numerous, from enforcement ranger training and patrol tactics to wildlife crime investigation, data collection and monitoring, team leader training and ToT. Courses under the Park Ranger Outreach and Tactical Enforcement Capacity Training (PROTECT) program, given to protected area rangers on-site, have received high marks from the rangers in helping them to reconnoiter their areas and to gather useful data on both illegal activities and animal/plant populations. Several other courses such as marine enforcement training are proposed or under development.

Many of the courses offered by Freeland are conducted in the field, which greatly increases their value and relevance—particularly to LE officials in parks and other protected areas and border stations. Rangers and others interviewed by the Evaluation Team noted that Freeland provided quality instruction and equipment that was directly applicable to their jobs in the field, and that the tools such as Global Positioning System (GPS) and handheld electronic devices provided to them were both affordable and reliable. In the view of these field-based LE officials, Freeland instructors were not only very knowledgeable and competent, but also readily available to respond to their questions; work out new solutions to emerging problems or issues; and service equipment. In contrast, field officers complained that training conducted by their own national governments was often held in strictly classroom environments, requests for equipment or other needs often took a long time to respond to (if at all) and the equipment provided to them was frequently of inferior quality and regularly broke down in the field.

If there was a significant complaint that LE trainees expressed to the Evaluation Team about Freeland, it was that translation could at times be very awkward and slow-going if the training was conducted by expatriates, as most training is, and was even worse when trainees came from a number of different countries. Some also felt that instruction placed too much emphasis on field sites such as forests and not enough on places such as ports and quarantine stations where wildlife trafficking conditions are markedly different. All in all, however, training recipients were very satisfied with the type and quality of instruction provided by Freeland.

When asked whether NGOs such as Freeland should be involved in field operations, the overwhelming response from all parties was “no,” though responses from several LE field agents were not as unequivocal. Even tactical training and field manuals conducted and developed by Freeland that showed the use of guns were looked upon by many agencies as not being appropriate for an NGO. Based on its policies, USAID has a particular concern about any weapons training being conducted by an NGO such as Freeland.

Most international and USG agencies interviewed by the Evaluation Team opined that, when there is a void of available LE trainers in areas where significant poaching and trafficking of endangered wildlife is taking place, NGOs such as Freeland (which have considerable law enforcement expertise) can play an important temporary role in training LE officials in anti-poaching and anti-trafficking activities. But the emphasis is on *temporary*, until a professional and preferably international LE organization such as WCO, INTERPOL or UNODC can provide such training; key informants also suggested continuing to use training facilities such as the International Law Enforcement Academy (ILEA). Although interviewees highlighted several advantages to using NGOs of Freeland’s capabilities in this capacity, particularly for their cost-effectiveness, greater flexibility in being able to spend funds and in responding quickly to emerging needs and situations—and also when there are no other immediately available alternatives—NGOs, even those with considerable capabilities such as Freeland, do not have the same law enforcement capabilities as the aforementioned international LE organizations. Also, the NGOs themselves are not institutionalized within the country, though they can and do promote institutionalization through ToT.

Online Trade in Illegal Wildlife Products

Some LE and WEN officials who were interviewed by the Evaluation Team remarked that one of the biggest challenges they face is Internet wildlife trafficking, which makes it easier for dealers and buyers to both market and purchase illegal wildlife and their products behind the scenes and out of the visibility of traditional wildlife enforcement networks and practices. These respondents felt they needed solutions and welcomed the experiences of other countries with similar problems. The growth of this type of e-commerce has been well documented in China and has become a global phenomenon. Freeland’s partner, IFAW, has made substantial progress in understanding, anticipating and combating Internet sales of wildlife in China.

Conclusions

The LE component is one of ARREST's strongest areas and the furthest along of its three components. While all elements are still in their relatively early stages of implementation, they

are close to where they should be at this mid-point in the ARREST program. While some countries have yet to benefit from the ARREST LE training and institutionalization process, others, such as the Philippines, have made substantially more progress in this regard, both with respect to the functioning of their national WENs and movement toward independently conducting their own trainings. Other WENs appear to have lost forward momentum both in their internal and external coordination efforts. This is in part due to lack of support by their central governments and in part due to the PCU's inability to provide more substantial support and mentoring because of understaffing and budget limitations, which has also hampered the PCU's own progress as an ASEAN-wide coordinating entity. Although Freeland's involvement in supporting the WENs and in providing anti-poaching and anti-trafficking training has been unequal through the region, most recipients of ARREST/Freeland LE training give it high marks. A number of high-profile arrests and seizures, especially through Operation Cobra, suggest that moderate progress is being made in anti-trafficking efforts as a result of the ARREST program.

- **WENs:** The national WENs (initially called National Task Forces, a terminology still used in some cases) were conceived of as the backbone of combating wildlife crime in Southeast Asia, both within and among individual countries. A strong network of interagency, intraregional and international law enforcement agencies, supported by each individual ASEAN member state in cooperation with environmental NGOs, is essential to tackling wildlife trafficking across the region. Due to differences in how WENs in the varying countries are currently functioning and are being supported by their governments, the WENs will continue to need close monitoring by Freeland, PCU, ASEAN Secretariat and donor agencies, as well as support and strengthening if they are to remain an effective anti-wildlife trafficking force in the region. The location of the WEN network within the ASEAN structure has not provided it with either the visibility or the political and financial support it needs to become fully effective and sustainable. The issue of where it is currently located and where it might be moved deserves immediate attention.
- **WEN Program Coordination Unit:** The PCU is inadequately staffed and funded to deliver the multitude of responsibilities it has been tasked with and, as a result, it has not received equal support or appreciation throughout the ASEAN network as it strives to achieve its full potential. The enormous amount of time and effort that has been devoted to getting ASEAN member states to commit the relatively meager sum of US \$10,000/year to support the PCU speaks volumes about the low priority currently given to this work. (This issue is covered in greater detail in the section on Evaluation Question 3.) There is also an erroneous perception among some countries that, because of its location in Bangkok, the PCU is strictly a Thailand program, which serves to diminish its acceptance and support in the ASEAN network. The PCU—as conceived and if adequately staffed and funded—can be of enormous benefit in supporting the WENs in combating wildlife crime in Southeast Asia through facilitation and assistance in training, coordination and information-sharing.
- **SIGs:** SIGs are viewed by LE officials—both field agents and managers—as being of significant value in providing critical skills and developing strong personal and professional relationships and collaborations among law enforcement agents throughout the ASEAN-WEN network to effectively conduct cross-border investigations and

interdictions. Many of the interviewees wished to see these kinds of operations continued and expanded to include other regions and environments—a request that, if implemented, would benefit professional development, cross-border communication and collaboration and improved intelligence-gathering and sharing among LE officials throughout the ASEAN network.

- **Training of Prosecutors and the Judiciary:** It is not enough to apprehend perpetrators and confiscate shipments of illegal wildlife products; ensuring successful prosecution and issuing penalties both serve as significant deterrents to future crimes. ARREST courses that are specific and relevant to both prosecutors and judges dealing with wildlife crime are not widely available or deemed satisfactory by those receiving this training, as most are geared to LE field agents. Also lacking is the necessary collaboration between LE agents in the field and prosecutors from the earliest stages of a criminal case so that each is informed of the details of the situation from both perspectives and to determine precisely what is needed by both sides to ensure a successful prosecution. Lacking also are the tools and training for successful case building and evidence-gathering by field LE officials, whose work can then be used by prosecutors to argue before the judiciary to ensure successful prosecution. Furthermore, the judiciary itself is often not sufficiently informed of the nature and seriousness of wildlife crimes and their impacts on society and therefore does not place very high emphasis on such crimes when issuing judgment and penalties, which may not be adequate or severe enough to deter the commission of future crimes of this type.
- **Institutionalizing LE Capacity Building—Training of Trainers:** Sustainability and institutionalization of LE training was a common priority expressed by both donors and training recipients. The ability of countries to adapt general and boilerplate training methods delivered by ARREST to those specific and relevant to their country's environments and equipment and to conduct training exercises in their local language is viewed very positively and enthusiastically by LE officials and trainees in ASEAN countries. Once significant ToT has occurred in most ASEAN countries (especially source and transit countries), Freeland's role as an LE trainer, particularly in tactical training, is likely to diminish as host countries themselves assume primary responsibility for delivering basic wildlife crimes training to their compatriots. However, more advanced training in intelligence- and evidence-gathering, data analysis, preemptive and preventive skills development will likely continue to be needed by individual countries and provided by organizations such as Freeland, USFWS and ILEA.
- **The Role of NGOs in Law Enforcement:** NGOs such as Freeland, with its considerable law enforcement expertise and capabilities, can and do play an important role in strengthening national and regional law enforcement capabilities through training of rangers, border patrol and national police in methods of investigating and combating wildlife crime. Their specific knowledge of wildlife trafficking and methods of countering these activities, as well as their ability to present this information in a usable and relevant format to LE officials involved in this activity, provides a service and value that is not generally available elsewhere. But NGOs do not have the breadth and strength of law enforcement capabilities that USG groups such as USFWS and the U.S. Department of

Justice (DOJ) or international organizations such as WCO, INTERPOL or UNODC have, nor are they able to deliver government-to-government training that involves the actual use of live weapons and ammunition and to conduct or be involved in actual field operations.

- **Online Trade in Illegal Wildlife Products:** While on-the-ground LE training and investigations are important for combating wildlife crime, and will continue to be so, Internet trading is a newly emerging issue and obstacle to addressing illegal wildlife trafficking. Many countries are currently without resources or technical skills to deal with this problem and are looking for technical input into this issue. IFAW's best practices in China provide a relevant model for success.

Recommendations

WENs and the PCU

- **Advocate for the review of the ASEAN-WEN and the PCU's location in the overall ASEAN structure. This includes supporting the sovereign decision-making processes and protocols of ASEAN leadership in exploring options that will give the network the higher visibility and increased political and financial support it must have to become more fully effective and sustainable.** The considered view of the Evaluation Team is that moving from the Economic Community under the Senior Officials on Forestry to the Political-Security Community under the SOMTC and the AMMTC to whom they report would be the preferred option. For additional details on this proposed move, see Annex VI. Promote the exploration of alternative and diverse sources for PCU financial support until financial sustainability through ASEAN and the ASEAN-WEN Sustainability Plan can be achieved. (RDMA, Freeland, USG/Bangkok Wildlife Working Group, U.S. Mission to ASEAN with the ASEAN Secretariat)

SIGs

- **Continue SIGs and expand them** to include other ASEAN countries and other species, including marine species and threatened tree species. Bring additional partners, both international and national government agencies, including the national WENs and the PCU, as well as environmental NGOs into these cross-border, network-building exercises—both for the respective expertise they bring and to promote broader partnerships and relationships among all parties in this regional problem. Seek funding from other sources including USG agencies (e.g., USFWS and DoS/INL) for continuing and expanding SIGs on at least an annual basis in order to maintain pressures on the criminal wildlife trafficking network and to keep up the enthusiasm and momentum within the ASEAN LE community for operations of this sort. (Freeland, RDMA, USG/Bangkok Wildlife Working Group)

Training of Prosecutors and the Judiciary

- **Continue courses that are specific and relevant to prosecutors and judges with respect to wildlife crimes** and that highlight the significance of such crimes to society, including economic losses, threats of pandemic diseases and losses of biological diversity

and associated ecosystem impacts. These courses should also focus on the need to deliver sentences that are appropriate to the severity of the impacts, in order to serve as a deterrent to future crimes of this type. (Freeland, RDMA, USG Partners)

- **Continue to work closely with legislators in each ASEAN member state to inform and educate Members of Parliament on the nature, severity and significance of wildlife crime** within their countries and throughout the region; the connection of wildlife crime to other criminal activities and networks such as human, drug and weapons trafficking; and the scale of economic losses associated with these activities so that appropriate laws, policies and penalties can be developed in order to deter such crimes. (Freeland)

Institutionalizing LE Capacity Building—Training of Trainers

- **Emphasize Training of Trainers over one-off training events** to ensure future sustainability of law enforcement personnel trained specifically in wildlife law enforcement techniques. Freeland should expand training to not just include basic protect and repressive training, but also preemptive and preventative training, intelligence gathering, surveillance and case-building modules in an effort to identify who the “Big Bosses” are in the illegal wildlife trade syndicates. (Freeland, Implementing Partners, DoS, USG Partners)

Role of NGOs in Law Enforcement

- **Continue to fund and support the ARREST program’s law enforcement capacity building efforts** through the duration of the current cooperative agreement, as long as they do not involve actual involvement in field operations or the use of live weapons and ammunition. Encourage and facilitate closer working relationships between the international law enforcement organizations. Focus on transitioning and handing over this role from NGOs to the training units of the appropriate government agencies both in environment and enforcement ministries of the ASEAN member states. More funding should be allocated for government-to-government relationships to conduct systematic interdictions and region-wide investigations by agencies such as INTERPOL, WCO, UNODC and others. (RDMA, USG/Bangkok Wildlife Working Group)
- **Invite the full-time USFWS Special Agent to be assigned in Bangkok to provide expert guidance on the law enforcement component of ARREST** and to open discussions about increased government-to-government technical support for wildlife law enforcement issues across the region. Explore mechanisms for shifting management responsibility for USG support for wildlife-related law enforcement from USAID and DoS/INL to USFWS in light of the recent USG Executive Order on Combatting Wildlife Trafficking and the preparation of a whole-of-government National Strategy for Combatting Wildlife Trafficking. (RDMA, USG/Bangkok Wildlife Working Group)

Online Trade in Illegal Wildlife Products:

- **Compile and disseminate** the experience and best practices gained in China by Freeland partner IFAW and seek other innovative solutions to combat the online trade in illegal wildlife products in all ASEAN-WEN countries. (Freeland, Implementing Partners)

SUSTAINABILITY, PARTNERSHIPS AND LEARNING

Evaluation question: *To what extent has the program met sustainability objectives set forth in the agreement and work plans regarding:*

1. *ASEAN-WEN and PCU sustainable financing?*
2. *Regional and transregional partnerships (e.g., between ASEAN-WEN and INTERPOL, CITES, WCO, UNODC), including private sector partnerships?*
3. *Learning exchanges (e.g., training, SIGs), information exchanges, secondments)?*
4. *The strengthening of regional centers of excellence?*

Findings

Sustainability

The Evaluation Team's document review and KIIs indicate that there has been clear progress on branding the ASEAN-WEN. However, Freeland has recently expressed some concerns in its 2013 work plan (p. 40): "While the current, rapid replication of WENs in other parts of the world is a testimony to how much of a model ASEAN-WEN has become, the fact that these other WENs are being developed with hardly any inputs from the innovators of the WEN concept is worrisome. For the WEN brand to stay strong, it is recommended that ARREST team members be allowed to provide inputs as other WENs are being designed. This will also help to ensure that WENs can connect up across continents smoothly."

While Freeland deserves full credit for its work on the WEN concept, the Evaluation Team found that similar ideas have been developed by others. For example, China's version of the WEN was first initiated in 2005 at a provincial level in

ASEAN-WEN PCU Sustainability: Five years ago

With assistance from the ASEAN-WEN Support Program, the PCU facilitated the 3rd ASEAN-WEN Meeting 26–27 May 2008 with the Lao PDR Government as the host. The PCU updated the ASEAN-WEN on progress, as well as proposed a "PCU and ASEAN-WEN sustainability and operational plan" for the consideration of ASEAN Member States. The sustainability plan would raise the profile of the ASEAN-WEN among target audiences, strengthen PCU's connection to the ASEAN Secretariat and help establish a fully functional and financially sustainable PCU.

The ASEAN Member States considered the strategy as follows: "*The Meeting considered the draft Sustainability and Operational Plan for PCU. Since this matter is needed to consult and agree internally in all Member States, the Meeting requested the PCU to officially send the letter to the focal points of all Member States for further action.*"

(Paragraph 64, 3rd Annual Meeting Report)

Kunming by a former Regional Director of the CITES Management Authority and later adopted and adapted in 2011 at the central level in Beijing as the National Inter-Agency CITES Enforcement Collaboration Group (NICE-CG). At the Fifth ASEAN-WEN Annual Meeting in Myanmar in 2010, the Chair of the NICE-CG remarked that China was copying the ASEAN-WEN approach with the NICE-CG, a sort of “China-WEN.” China also used the ASEAN-WEN training manuals to create its own and credited ASEAN-WEN in the manual.

The Evaluation Team’s review of program documents and KIIs with WEN focal point staff in Indonesia, the Philippines, Thailand and Vietnam suggest that the sustainability of the ASEAN-WEN PCU can serve as a useful proxy for the first necessary—although not sufficient—step toward sustainability of the ASEAN-WEN as a whole.

PCU financing and sustainability was not included in the Strategic Plan of Actions of the ASEAN-WEN (2007–2012). However, the ASEAN-WEN PCU, with support from ARREST and others, developed a formal Sustainability Strategy and Plan highlighting the importance of sustainability and of ASEAN member states taking over the funding, staffing and operation of the PCU. This issue has been a key agenda item at each of the annual regional meetings of the WENs. It was included in the ASEAN Regional Action Plan in CITES Wild Fauna and Flora (2011–2015) under Objective 2/Action Point 2.3: *Strengthen and sustain the ASEAN-WEN...and its Program Coordination Unit*. A detailed timeline of the actions undertaken since 2008 is available in Annex A of the Sustainability Strategy (Agenda Item 8, ASEAN-WEN Information Paper (May 15, 2012)).

ASEAN-WEN documents identify several recurring issues, in addition to funding, that have prevented forward movement on PCU sustainability. These barriers include a lack of proactive tutelage and support from the ASEAN Secretariat in Jakarta, the uncertain legal status of the PCU in Thailand and slow momentum on a proposal to solicit external support from other sources through an ASEAN-WEN Project Proposal on “Building a Strong and Effective Network for the Future.” The location of the WEN network within the ASEAN structure—and related limitations on its visibility and political and financial support—is covered in this report’s discussion of Evaluation Question 2 and at length in Annex VI.

Key informants interviewed by the Evaluation Team noted that several ASEAN member states that had not been fully supportive of providing financial support to the PCU have recently been convinced to change their position on this issue. Minutes from the most recent regional WEN meeting in Chiang Mai in June 2013 indicated that all of the ASEAN member states had agreed in principle to provide support for the operations of the PCU—amounting to a total of US \$100,000 per year, or US \$10,000 per country. However, the Evaluation Team received feedback from an ASEAN-WEN focal point stating that a contribution of US \$10,000 per year was “too high” and not possible given the budget realities faced by the CITES Management Authority. While this assertion may or may not be the official position of the relevant government, this informed perspective is important to keep in mind when planning for sustainability.

Responses to the Evaluation Team’s survey question on support to the PCU provide another indication that financial support may still be an issue. While the PCU receives various forms of support from ASEAN member states, only 4 of 61 (6.6 percent) survey respondents were aware that their country provides financial contributions to the PCU (see Figure 3). Securing financial

support for the PCU will require continued diplomacy and negotiations to realize the verbal commitments made by ASEAN member states during the June 2013 regional WEN meeting.

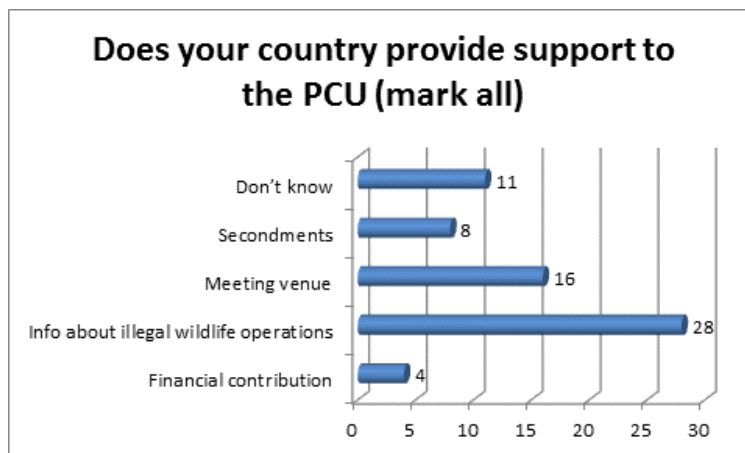


Figure 3: ASEAN Member State Support to PCU
(source: ARREST Mid-term Evaluation Survey)

Partnerships

Partnerships are a central element of the ARREST program. A first level of partnership is between Freeland and the partners it has assembled to implement the ARREST program (e.g., IFAW, ENV). Interviews and site visits indicate that this level of partnership is working well.

A second level of partnership is between Freeland and ASEAN-WEN. KIIs and site visits conducted by the Evaluation Team presented a positive picture overall. Freeland has a close and productive relationship with the PCU and, through the PCU, with the national WENs. In one of the countries visited, WEN focal point staff complained that they were not being kept informed of other activities supported by Freeland through ARREST in their country.

A third level of partnership is between the ARREST consortium, led by Freeland, and a wide range of local, national, regional and international groups working on the issue of wildlife trafficking across Southeast Asia and beyond. KIIs and site visits confirm that Freeland has developed effective working relationships with key international organizations (CITES, INTERPOL, UNODC and WCO) and with many NGOs and private sector groups across the region. Of particular note was the special recognition that Freeland and ARREST received at the CITES COP-16 in early 2013 in Bangkok.

During KIIs, three issues surfaced as constraints to further progress on partnerships: transparency, trust and sharing credit. Examples of each are presented below.

Transparency: In Vietnam, Freeland's Chief of Party has been working with the Biodiversity Conservation Agency (BCA) within the Ministry of Natural Resources and Environment (MoNRE) on implementation of the newly-launched Global Environment Facility (GEF)/World Bank Wildlife Demand Reduction project. This project provides important additional resources urgently needed to work on demand reduction. Developing synergies and learning from the experiences of ARREST are both important. However, both the donor and two of the three international

NGOs interviewed by the Evaluation Team in Vietnam were unclear and concerned about what was being done through ARREST and what was being done in a non-ARREST capacity.

Trust as the basis for collaboration: Several organizations in the region raised concerns about collaboration. For example, a survey respondent noted that: "Coordination among the NGOs working on wildlife trade issues... there is clearly work to be done here. Freeland/ARREST could help facilitate. All groups agree on what the problem is. They have their own ideas on how to address the problem." Another informant, from an international NGO, stated: "While Freeland appears to have done some very good work through the ARREST program, the specter of NGO competition/conflict does appear to limit the effectiveness of the program in the ASEAN region... it has been very apparent to us that Freeland does not enjoy a particularly cooperative reputation with other international NGOs working in the region. This may in part be due to the slightly competitive nature of the USAID funding process and subsequent divisions among potential partners, but it also clearly involves individual personalities."

Sharing credit: During KIIs, several NGOs discussed a tendency by Freeland to take more than its share of credit. The Evaluation Team also came across its own example during fieldwork. Freeland presentations to the Team led us to believe that the development of the SA-WEN had been facilitated directly by Freeland, through its office in Delhi. This was in line with the RDMA/Freeland Cooperative Agreement that includes as one of its 10 "tangible, lasting assets and legacies" a "Functioning SA-WEN Secretariat."

An interview near the end of the Team's six weeks in the region asserted that the main facilitator is in fact TRAFFIC, which has been working for the past five years to help develop SA-WEN with financial support from DoS. Further inquiry confirmed this assertion: a PowerPoint presented by SA-WEN in May 2012 noted that SA-WEN was receiving technical support from TRAFFIC/WWF, financial support from the World Bank/Global Tiger Initiative (GTI) and TRAFFIC/WWF and collaboration support from ASEAN-WEN and INTERPOL. There was no mention of Freeland. While Freeland was undoubtedly involved with the ASEAN-WEN PCU in its collaboration with SA-WEN, that is not the same thing as directly facilitating the development of SA-WEN.

Learning

A substantial amount of training has been carried out under the Law Enforcement Capacity Building component of the ARREST program. Most of this training includes learning exchanges between participants. Learning exchange has also been an important, albeit informal, element of the SIGs. Detailed findings, conclusions and recommendations about both of these topics are presented in the report's discussion of Evaluation Question 2.

Other mechanisms for learning exchange have included the ASEAN-WEN website and newsletter, the periodic regional WEN meetings (where important formal and informal learning exchange takes place), other bilateral and regional meetings (e.g., the Thailand-Lao PDR coordination meeting held in Lao PDR in July 2013), study tours (e.g., to Africa) and the regional technical training events that have included participants from across the ASEAN region. Many interviewees stressed the importance of the informal learning exchange and sharing of experiences that takes place during these events—comparing the conditions in each country,

discussing the challenges, sharing examples of operations that have gone well and others that have failed. In addition, the various Freeland websites and social media channels (e.g., the Faces of Freeland channel on YouTube) provide avenues for information sharing and learning exchange.

Another form of learning exchange is secondments to the PCU. Secondments to date have been of two types: staff secondment from national WENs to the PCU for several months to learn about the work of the PCU and to strengthen connections between the PCU and the national WENs; and a longer-term secondment by TRAFFIC of a Bangkok-based WWF staffer to assist the PCU with institutional development tasks. Subsequent to fieldwork, RDMA and Freeland informed the Evaluation Team that a Freeland staff member is based in the PCU full-time and another Freeland staff member spends one day a week there. PCU staff interviewed by the Evaluation Team on several occasions neglected to mention or discuss the Freeland secondments and their contributions.

Regional Centers of Excellence

The Evaluation Team visited the ACB, a regional “center of excellence” and formal partner of Freeland that has made important contributions to the ARREST program, particularly in supporting its communications work. ARREST support for the other regional capacity-building programs is either in a very early phase (e.g., forensics in Malaysia, wildlife-related environment law in Singapore) or still at a notional/conceptual stage (e.g., marine enforcement training in the Philippines, forest enforcement training in Indonesia or perhaps in Thailand). Documentation provided to the Evaluation Team did not include any written plan for this element of the ARREST program. Except for forensics (Activity 2.9), these programs are not included in the list of activities in the Freeland work plan.

Conclusions

ARREST has not yet met the overall sustainability objectives set forth in the agreement and work plans on ASEAN-WEN and PCU sustainable financing. On this and two other elements under Evaluation Question 3 (learning exchanges and regional and transregional partnerships), important progress has been made. Regarding the fourth element (the establishment of regional centers of excellence), plans need to be reviewed to determine what will be feasible during the remaining years of the program.

- **Sustainability:** RDMA has devoted substantial time and resources since 2005 to help create the national WENs and the regional ASEAN-WEN network. The RDMA/Freeland commitment to fund the PCU runs through 2014. This has been clear since the beginning of the ARREST program. At the Sixth ASEAN-WEN Annual Meeting in the Philippines in May 2011 USAID made it clear that: “Aside from providing a continued commitment for financial and technical support to ASEAN-WEN activities, ARREST has also committed to provide support for two full-time PCU Officers for an extended period of three years (until 2013/2014), during which time ASEAN-WEN should have accomplished its sustainability plan for itself and the PCU.” ASEAN-WEN PCU, Freeland and RDMA have all been working diligently to meet this deadline.

- **Partnerships:** Freeland has developed effective working relationships with key international organizations (CITES, INTERPOL, UNODC and WCO) and with many NGOs and private sector groups across the region. This is a complicated and time-consuming process for any regional program spread across multiple countries. While considerable progress has been made, much remains to be done.

The development of a formal relationship between ASEAN-WEN and China's NICE-CG is a major breakthrough in building shared ownership. It is also a step that moves ARREST from supporting "ASEAN's Response" toward its ambition of supporting ARREST. Hiring a highly qualified Chinese national as the Freeland/ARREST Deputy Chief of Party is an excellent way to further strengthen Freeland's connections with China as the ARREST programs gears up its work in that country.

- **Learning:** Although it is difficult to quantify the effect of this element of the program, the exchange of knowledge and experience across the region is viewed as a key contribution of ARREST. Detailed findings, conclusions and recommendations are presented in the report's discussion of Evaluation Question 2. Important progress is being made, but sustainability has not yet been built into these partnerships and learning exchanges.

Coordination with the one regional "center of excellence" that currently exists—the ASEAN Centre for Biodiversity—is strong. Except for forensics (Activity 2.9), the other regional training programs being considered as recipients of ARREST support are not included in the list of activities in the Freeland work plan. In the case of forensics, the Evaluation Team notes with concern the absence of any mention of the Tools and Resources for Applied Conservation and Enforcement (TRACE) ASEAN Wildlife Forensics Network, a formal partner of ASEAN-WEN. The ASEAN network has been active since 2009 and TRACE has been working in the region since 2005. As ARREST moves forward with plans for additional regional training and technical support, careful attention needs to be given to understanding who else is doing what—and either working in niches not being covered by others or collaborating fully with those already involved.

Recommendations

Sustainability

- **Encourage any ASEAN member states that may be wavering to reaffirm their commitment to supporting the financing of the PCU starting in 2014.** Securing financial support for the PCU requires continued diplomacy and negotiations to advocate for ASEAN member states to realize commitments they made during the June 2013 regional WEN meeting. (RDMA, Freeland, U.S. Mission to ASEAN with the ASEAN Secretariat, DoS)
- **Promote the exploration of alternative sources for financial support to the PCU, if (and only if) needed, until the ASEAN-WEN Sustainability Plan agreement for ASEAN member states to provide direct support is fully implemented.** In parallel with the strategy outlined in the above recommendation, it is critical to ensure that the PCU is able to continue functioning while the issues of ASEAN support and its location within the

ASEAN structure are being worked out. (RDMA, Freeland, U.S. Mission to ASEAN with the ASEAN Secretariat)

Partnerships

- **Focus ARREST implementation on the ASEAN region, on the ASEAN-WEN/NICE-CG relationship, on increased work in Lao PDR and on initiating activities in Myanmar.** Considering the limited funding and many tasks that need to be further strengthened to ensure the achievement of expected results during the program period, limit support to other regional groups (e.g., SA-WEN) to information sharing and lessons learned. (Freeland, RDMA, DoS)
- **Continue to reach out to key NGOs and civil society groups in an effort to build synergy and avoid duplication.** Current work in China with Beijing Normal University and in Vietnam with MoNRE provide two models. (Freeland)
- **Increase efforts to build shared local ownership and ensure that ARREST is in fact Asia's Regional Response to Endangered Species Trafficking, not just in aspiration.** For example, implement recommendations outlined above to facilitate regional partnerships and increase political and financial support for the ASEAN-WEN network. Additional suggestions have been provided in Annex VI-Looking Forward (2013-2016). (Freeland, RDMA, U.S. Mission to ASEAN, DoS)

Learning

- **Continue learning exchanges.** Work with the PCU and national WENs (task forces) to identify resources to support secondments at the PCU as a way of promoting regional ownership and political buy-in from the ASEAN-WEN network. (Freeland)
- **Review and recalibrate the ARREST plan for strengthening regional training and technical support programs** in specialized areas, with a view toward maximizing partnerships, synergy with other related initiatives (e.g., TRACE ASEAN Wildlife Forensics Network) and leverage to combat wildlife trafficking. (Freeland, RDMA)

GENDER IN PROGRAM STRATEGY, DESIGN AND IMPLEMENTATION

Findings

Program Monitoring and Reporting

In the ARREST PMP, the statement that relates to gender contends that "...the program will operate in close coordination with USAID and other ARREST partners through a field-driven approach that includes: demonstrative and proactive gender sensitivity."¹⁴ Yet, the PMP does not clarify how to implement the statement or which performance indicators will be used to analyze success. Additionally, insufficient attention has been paid to gender sensitivity in ARREST's work plans, which include no mention of how gender equality will be mainstreamed throughout the program.

During the period of 2011 to 2013, Freeland produced at least eight quarterly reports. Nevertheless, the Evaluation Team identified only one paragraph mentioning gender, in ARREST's first quarterly report in 2011 (Q3):

"Over the next quarter the ARREST program will endeavor to develop a performance indicator of gender measuring the differing ways the program impacts men and women. The program will evaluate the different roles women and men have within the targeted sectors, including law enforcement, consumption and learning networks. Gender-sensitive indicators will be sought that are inclusive of information collected from samples of beneficiaries using qualitative and quantitative methodologies or an examination of the project impact on national, regional or local policies, programs and practices that affect men and women differently."

Other quarterly reports discuss only the "number of people (male and female) receiving USG-supported training in natural resources management and/or biodiversity conservation" (Regional Mission Performance Indicator Values 2.3). This minimal attention indicates that Freeland's reporting on gender in the ARREST program barely taps the surface of the issue, focusing only on numbers of males and females participating specifically in law enforcement training. Moreover, sex-disaggregated data is available only for law enforcement activities; such data have not yet been developed for the awareness-raising and learning partnership components of the ARREST program.

Demand Reduction and Awareness Raising

ARREST incorporates gender sensitivity in its demand reduction and awareness-raising program component in two primary ways. First, the iTHINK campaign involves influential male and female

¹⁴ Freeland: Innovating and Implementing Programs that Protect Asia's Biodiversity Freeland, 2011, p. 5

key opinion leaders who voice their thoughts publically about wildlife crimes. iTHINK is an opportune vehicle to empower the public persona of Asian women as thought leaders. The campaign is discussed in further detail under Evaluation Question 1.

Second, demand reduction surveys carried out in China, Thailand and Vietnam highlighted findings about how gender contributes to consumption of wildlife. Two campaign evaluation surveys carried out in partnership with Rapid Asia and Horizon Key Research in two different countries—with different cultures and traditions—provide different results. A campaign evaluation survey conducted in Hanoi, Vietnam discovered that consumers of bear bile have no distinct profile: male and female, young and old, professionals and students all consume bear bile (Rapid Asia, 2011, p. 3). On the other hand, a survey conducted in five big cities in China (Beijing, Shanghai, Nanning, Kunming and Guangzhou) showed that men consume more wildlife products compared to women. Male consumers are characterized by high incomes, college educations and ages between 18 and 29 years. In contrast, female consumers are in the middle income range, are at educational levels lower than college and are more than 30 years old (Freeland, 2011).

Survey findings could be enhanced by mainstreaming gender into most of the survey topics. For example, the Vietnam bear bile survey report stated that “An alarming finding is the very strong indication that the consumption of bear bile is expected to grow over the near future. Most users and non-users claim they are at least likely to consume bear bile in the future.” With sex-disaggregated data of the users and non-users, Freeland could identify more accurate target groups for awareness campaigns in order to build upon the surveys and use them to inform its demand-reduction activities. Many female consumers of wildlife products have indicated that they were not aware that the impacts on wildlife were so severe (Freeland, 2011). This finding is hopeful and suggests that effective interventions targeting women may reduce the number of wildlife crime cases.

It is important to consider the culture of wildlife trade—and especially the value placed by buyers on certain wildlife products. For example, demand for products used in TCM is part of Chinese culture and values. Buying gifts for relatives, elders and business partners is a social norm in many Asian cultures. Freeland’s demand reduction activities could explore these cultural considerations, in combination with gender realities. Some key informants interviewed by the Evaluation Team spoke about the informal influence of Asian women, who are respected by families as providing medical care and setting behavioral norms. Freeland could consider the cultural role of women in reducing demand for wildlife. At the village level, wives and mothers of poachers could be a target group for messaging. Female relatives of illegal wildlife tycoons could also be considered.

Law Enforcement Capacity Building

Table 3 presents the number of participants disaggregated by sex who participated in ARREST law enforcement workshops, trainings and capacity-building activities during the period of 2011 to 2013. The table reflects 1,476 participants: 94.5 percent male and 5.5 percent female.¹⁵

During the ARREST program period thus far, the gender gap for participation in capacity-building activities is significant. Males highly outnumbered females in nearly every training held by ARREST. The one exception was the Seminar on Green Courts conducted in Malaysia in March 2013, where 45 percent of participants were female judges and judicial officials from ASEAN member states. This event highlighted environmental laws in relation to wildlife trafficking.

Table 3: Male and Female Beneficiaries of ARREST Program Training/Workshops

Year	Number of Quarterly Reports	Male Beneficiaries	Female Beneficiaries	Total
2011	2	48	1	49
2012	4	762	47	809
2013	2	584	34 ¹⁶	618
TOTAL		1,394	82	1,476

Freeland’s reporting illustrates a very low participation rate of women in capacity-building events. In part, the numbers are reflective of a comparatively low participation rate of women as forest rangers in the law enforcement sector—as reported by a number of key informants during the Evaluation Team’s fieldwork. A number of interrelated cultural, socioeconomic and institutional factors are linked to the differences between opportunities for men and women in the forestry sector: the sense that law enforcement is “a man’s world,” cultural perceptions about societal roles for women, and a lack of understanding that men and women can complement

¹⁵ Data included in Table 3 was self-reported by Freeland in quarterly reports. Note that some individuals may have been counted more than once if they attended more than one training. Regardless, the gender gap is evident.

¹⁶ This statistic includes 21 female judges and judicial officials who attended the Seminar on Green Courts.

each other with their different abilities and qualities to address wildlife crime. According to key informants in Indonesia, the Philippines and Thailand, most female rangers are limited to carrying out administrative work.

However, law enforcement is not simply about arresting criminals. Women play important roles and provide significant contributions in many areas—as customs officials, quarantine officials, forensics staff, veterinarians, judges and prosecutors, ASEAN-WEN leaders and parliamentarians. Some NGOs have female directors and field staff who are successfully dealing with rebels, the military, illegal loggers and mining companies in order to promote conservation. The Evaluation Team met some of these influential women during fieldwork. Team members attended national WEN meetings in Indonesia and the Philippines; both meetings were chaired by female directors. The Evaluation Team met with female officials in the ASEAN Secretariat and AIPA who continually work to address wildlife crime issues and both emphasized the importance of sensitizing ASEAN Members of Parliament to wildlife trafficking facts and figures. The Team spoke with a female journalist who covers wildlife trafficking issues on a regular basis and seeks to develop an initiative to provide funding for forest rangers. Finally, team members interviewed a number of female staff at IFAW, which is led by a woman who has performed great innovations to reduce wildlife consumption in China.

Conclusions

- **Program Monitoring and Reporting:** Program documents reviewed by the Evaluation Team demonstrate that Freeland’s monitoring and reporting do not adequately track the different roles and/or contributions of men and women in the ARREST program components. Quarterly reports focus only on the number of male and female participants in law enforcement capacity-building activities. Program documents do not reflect any analysis of the impact of the ARREST program on policies and practices that may affect men and women differently. Statements about the intention to monitor these areas are included in the PMP and one quarterly report; but follow-up is limited, and neither of two work plans addresses gender.
- **Demand Reduction and Awareness Raising:** Opportunities exist for Freeland to refine its demand-reduction surveys to gather information about gender-specific knowledge, attitudes and behaviors related to wildlife consumption. Such data would enable Freeland to identify target groups and tailor messages accordingly for public-awareness campaigns.
- **Law Enforcement Capacity Building:** Freeland’s activities under this program component have, so far, primarily benefitted males who constitute 95 percent of participant statistics. Given the disparities in law enforcement roles for men and women, Freeland’s program documents do not provide satisfactory, comprehensive explanations of how Freeland ensures that men and women have equal opportunity in terms of access, participation and benefits from the ARREST program. In addition, Freeland’s current training approach focuses mainly on law enforcement—how to arrest—and does not include preemptive, preventive or judiciary aspects where women can play a more prominent role.

Recommendations

- **Consult with a gender specialist to identify opportunities to approach demand reduction and law enforcement capacity building in a more holistic manner that addresses the different roles of men and women in both sustaining and combating wildlife trafficking as appropriate.** To understand gender only from the USAID Gender Guidelines is not sufficient. A gender specialist could be hired, on a consultative basis, to develop and mainstream gender sensitivity into each ARREST program component. (Freeland, Implementing Partners, USAID/RDMA Gender Advisor)
- **Articulate in program design and reporting documents how Freeland seeks to ensure that men and women have equal access to and gain equal benefits from activities related to all three ARREST program components.** Develop performance indicators to track the impact of ARREST program components on men and women. Most importantly, clarification is needed on how the ARREST program will increase the participation of women and ensure that its activities benefit both men and women. (Freeland)
- **Include gender analysis of wildlife trafficking in the ARREST work plan, and implement actions to address issues identified by the analysis.** As an organization, it is important for Freeland to identify gender focal points that will guarantee that the ARREST program approach is gender-sensitive—in design, implementation, monitoring and reporting. Freeland could share and discuss its gender-analysis findings with other NGOs and donors to promote women’s participation in combating wildlife crime. (Freeland)
- **Build upon demand-reduction surveys by developing advocacy materials that highlight gender issues and behaviors related to wildlife trafficking.** Consider targeting iTHINK campaign messages to men or women specifically, utilizing tailored approaches based upon their knowledge, attitudes and behaviors. (Freeland)
- **Include more women in ARREST activities that promote law enforcement capacity building to combat wildlife crime.** Facilitate the involvement of more female forest rangers and sea guards, customs officials at airports and sea ports, forensics and quarantine officers, judges and prosecutors, wildlife law analysts, intelligence agents and parliamentarians—when necessary, requiring governments to nominate eligible male and female candidates for training and capacity building. (Freeland)

ANNEXES

ANNEX 1: EVALUATION STATEMENT OF WORK

MID-TERM PERFORMANCE EVALUATION OF ASIA'S REGIONAL RESPONSE TO ENDANGERED SPECIES TRAFFICKING (ARREST)

I. BACKGROUND INFORMATION

A) Identifying Information

1. Program:	Asia's Regional Response to Endangered Species Trafficking (ARREST)
2. Award Number:	CA-AID-486-A-11-00006
3. Award Dates:	4/1/2011 – 3/31/2016
4. Funding:	\$7,995,213
5. Implementer:	FREELAND Foundation
6. AOR/Alternate AOR:	Danielle Tedesco/Suphasuk Pradubsuk

The Asia's Regional Response to Endangered Species Trafficking (ARREST) project is implemented by the FREELAND Foundation (henceforth "FREELAND") and a wide variety of NGO, US Government (USG) and intergovernmental partners. A five-year cooperative agreement was awarded on April 1, 2011 to FREELAND, who has committed to a nearly 50 percent cost share, bringing the total value of the program to \$11,985,325 over five years.

B) Development Context

1. Background and USAID's Response

Markets for traditional medicine, wild animal meat, exotic pets, and luxury goods drive an illegal trade in threatened and endangered wildlife. Growing affluence in Asia has increased demand for these goods, exacerbating pressure on species whose exploitation has been unsustainable for decades. Some experts estimate the value of the illegal wildlife trade at US \$10-20 billion annually, approaching the scale of trafficking in drugs or arms.¹⁷

¹⁷ Wyler, L.S., Sheikh, P.A. (2008) *International Illegal Trade in Wildlife: Threats and U.S. Policy*. Congressional Research Service, The Library of Congress, Washington DC, 22 Aug 2008

Wildlife trafficking is now recognized as a critical and immediate threat to the region's biodiversity, security, human health and well-being. Unsustainable exploitation of terrestrial and marine wildlife, as well as logging for prized timber, has made many species locally or functionally extinct, disturbing ecosystems that underpin fresh water supply, food production and the resilience of human and biological communities throughout Asia. Trafficking in threatened and endangered species is also a regional security concern, as well as a national security interest for the United States, because of the involvement of heavily armed poachers in source countries, the sale of ivory and tropical hardwoods to finance non-state militias, and the participation of organized criminal networks along the supply chain. The unregulated nature of the trade and conditions in wildlife markets facilitate the emergence and transmission of new diseases, such as SARS and Avian Influenza, with major health and economic impacts.

The illegal wildlife trade affects all Asian countries, but biodiversity rich Indonesia, Malaysia and Burma are particularly targeted as sources for wildlife. Asia also serves as a conduit for wildlife products such as ivory and timber from as far away as Africa and Latin America as a result of globalization and increased regional trade integration. A host of factors including porous borders, the use of cell phones and the internet, better transportation infrastructure, weak law enforcement, lack of capacity and political will, and widespread corruption have made Asia a global hotspot for this growing illegal trade.

Much of the international and regional trade in threatened and endangered wildlife is prohibited or regulated under the Convention on Trade in Endangered Species of Wild Fauna and Flora (CITES), reflected in national laws. Even so, a significant number of endangered species in the region are consumed and traded. For example, despite a complete ban on its cross-border trade in Southeast Asia, investigators believe at least one metric ton of endangered pangolins (scaly anteaters native to parts of Asia and Africa) are trafficked across borders every day. Ivory, rhino horn, skins and derivatives of tigers and leopards, live reptiles and birds, and illegally harvested timber all continue to be widely traded.

In response, USAID's Regional Development Mission for Asia (USAID/RDMA) supported a pioneering effort by member countries of the Association of South East Asian Nations (ASEAN) to address wildlife trafficking through a regional Wildlife Enforcement Network (WEN). The ASEAN-WEN Support Program, implemented from 2005 to 2010 by NGOs (WildAid, FREELAND and TRAFFIC) in collaboration with U.S. Government entities such as the U.S. Forest Service, the U.S. Fish and Wildlife Service, and the U.S. Department of Justice, facilitated establishment of the regional WEN consisting of a secretariat (program coordination unit, PCU) and interagency national task forces in ASEAN member countries. Training and capacity building alongside mechanisms for information sharing across countries strengthened law enforcement and investigative capacities and led to increased confiscations and arrests. For example, in 2009, Southeast Asian authorities applying USAID-supported training and networking undertook more than 85 wildlife law enforcement actions resulting in more than 140 arrests and seizures of wildlife contraband with an estimated black market value of over US \$41 million. Many ASEAN-WEN activities (e.g., annual meetings and in-country training) were funded by member governments, indicating increased local ownership of the network.

Building on the ASEAN-WEN Support Program success, USAID/RDMA funded the five-year ARREST program in 2011. The ARREST Program promotes a three-pronged approach to curb wildlife trafficking through:

- Reduction in consumption of endangered species in key markets in Asia by **reducing consumer demand.**
- Reduction in poaching and trafficking of endangered species across Asia by **strengthening law enforcement capacity.**
- Continuation and sustainability of these positive trends beyond the life of this program by **strengthening and sustaining regional learning networks and partnerships.**

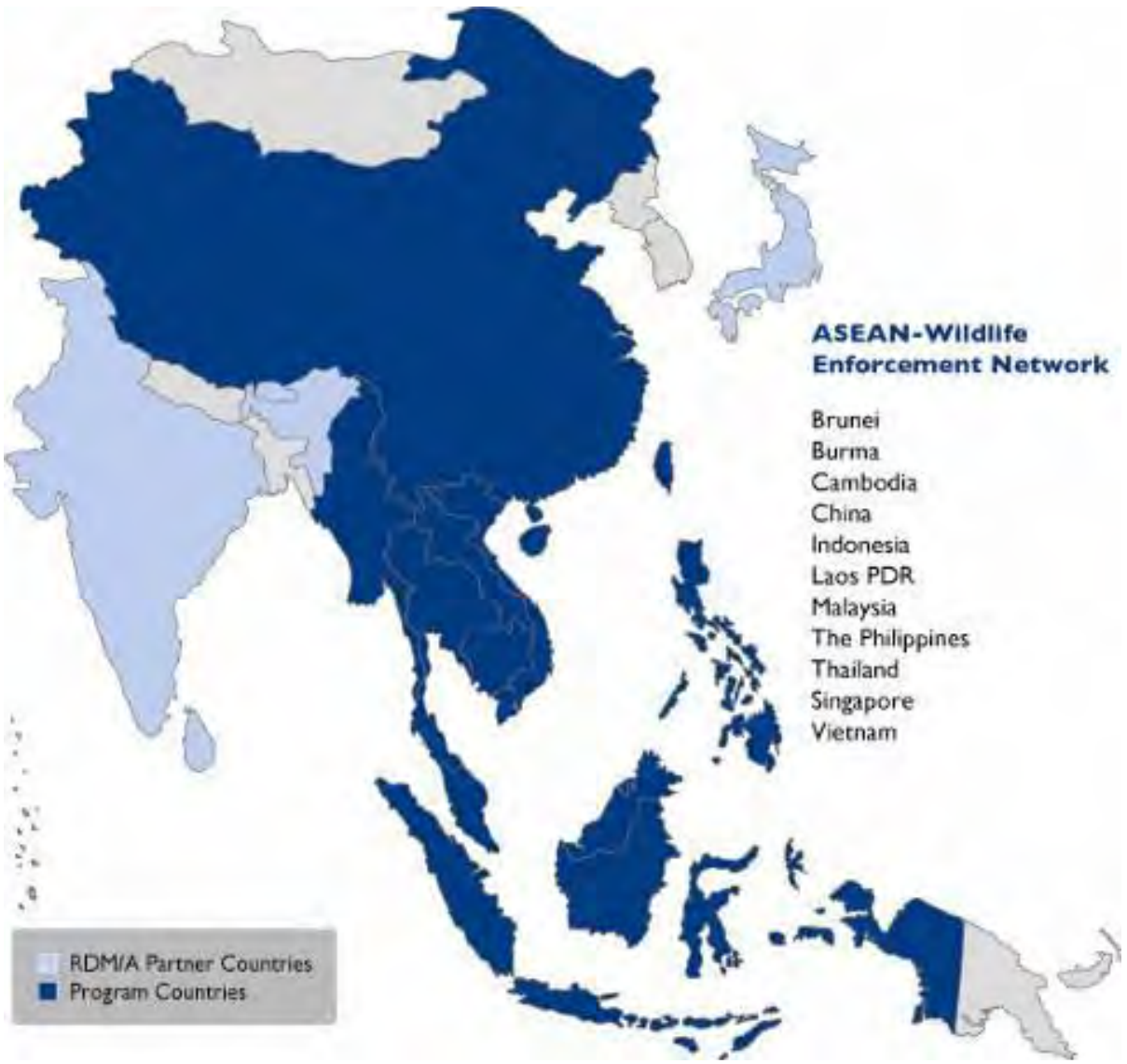
Support for ASEAN and national WENs continues under ARREST, but with greater emphasis on strengthening information exchange and learning across networks, sharing the WEN model in new countries inside and outside the region, and making ASEAN-WEN operations institutionalized and financially sustainable. Law enforcement capacity building continues, but with new approaches designed to improve the application of training once trainees return back to protected areas and urban markets, the frontlines of poaching and trafficking. Finally, while public awareness was a minor component of the ASEAN-WEN Support Program, under ARREST this has matured into an explicit objective to reduce demand for illegal wildlife in Southeast Asia. The ARREST approach is expected to substantially curb wildlife trafficking while putting in place the capacity and structures for sustained effort once the program ends in 2016 (see section C: Approach and Intended Results, below)

2. Target Areas and Groups

ARREST supports work in Cambodia, China, Indonesia, Laos, Malaysia, Thailand, Philippines and Vietnam (see ASEAN-WEN Map below). Currently Burma is not included in ASEAN-WEN, however given recent political developments its status may change before the program finalizes. Institutions in Singapore also play a role. Within Asia, actions are targeted toward priority conservation landscapes, identified tiger range areas, and key wildlife source sites and regions where demand for illegal wildlife and wildlife products is high. Demand reduction efforts are initially focused on key illegal wildlife transit and consumer countries - Thailand, Vietnam and China.

ARREST focuses organizational strengthening on the ASEAN-WEN PCU, national WENs, and regional centers of excellence in specific areas, such as wildlife crime forensics in Malaysia and legal expertise in Singapore. Law enforcement training is directed at: protected area rangers and managers; law enforcement personnel of the police, airport and border customs authorities; and judges.

Learning exchanges among countries and emerging WENs of South Asia, Africa and Latin America are supported according to opportunity and demand. Where funding allows, ARREST provides targeted technical support to countries in South Asia (Bangladesh, Bhutan, India and Nepal) in order to strengthen South Asia-WEN and address wildlife trafficking in Southeast Asia.



C) Approach and Intended Results

ARREST advances its three-pronged approach to combating illegal wildlife trade, which is currently a low-risk, high-reward criminal activity. The law enforcement strengthening component makes wildlife trafficking high-risk, by increasing the likelihood that criminals are caught, charged with a crime, found guilty, and subject to substantial fines and/or prison sentences. The demand reduction component reduces the rewards of wildlife trafficking by suppressing interest in and therefore the price of wildlife products. The third component, strengthening and sustaining regional learning networks and partnerships, improves coordination across the region, advances the WEN model in other regions, and promotes the adoption and enforcement of strong national level policies, laws and regulation for improved natural resource governance. Together, these three areas of focus are expected to conserve biodiversity by substantially and permanently reducing regional wildlife trafficking, and to avoid merely shifting it to states with weak laws or enforcement. The ARREST program results framework (Figure 1) illustrates this development hypothesis and informs the ARREST performance management plan.

D) Implementation

ARREST aims to activate the full potential and sustainability of the ASEAN-WEN through unique partnerships, innovative approaches, and leveraging of both technical and financial resources. To implement ARREST, principle partner FREELAND has assembled an alliance of organizations experienced in effective and innovative law enforcement and communications initiatives. Some highlights of the ARREST major activities to date, organized by program objective, include:

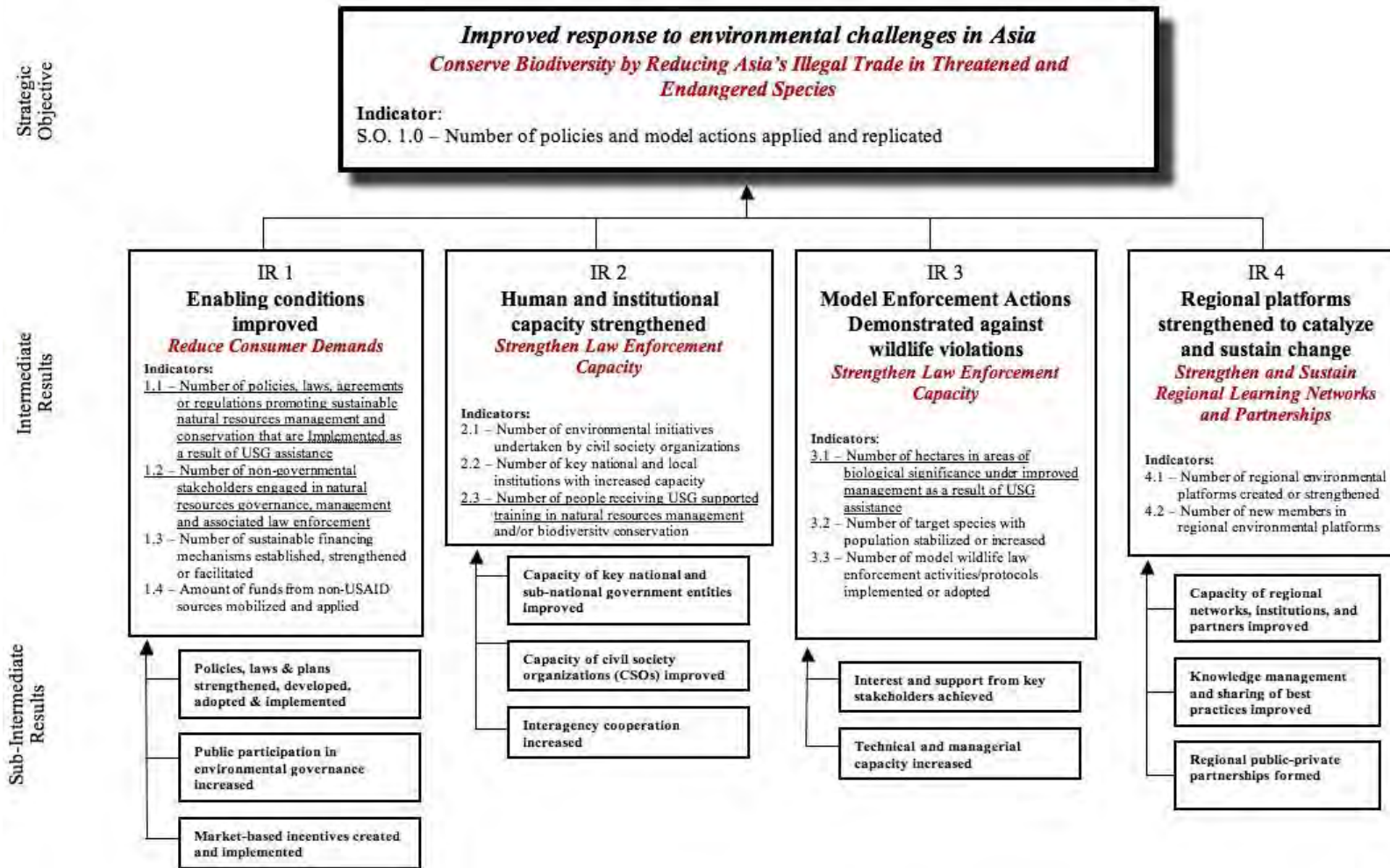
1. Strengthening Law Enforcement Capacity

- Institutionalizing a “Train-the-Trainers (ToT)” approach and promoting engagement of local/regional training institutions in curriculum development and organization of trainings courses.
- Improving region-wide enforcement performance through a new “Task Force Twinning” program that promotes national tasks force cross-learning exchange visits.
- Establishing Regional “Centers of Excellence” that model best practices in marine enforcement, anti-illegal logging, forensics, investigations, law, and protected area management and dramatically expand capacity building.

2. Reducing Consumer Demand

- Launching consumer campaigns that reduce consumption of endangered species in major markets and raise political awareness and support.
- Broadcasting a new global TV series focusing on Asia’s efforts to combat wildlife trafficking, featuring USAID-trained Asian environmental heroes.

Figure 1. ARREST Results Framework (Source: ARREST Performance Management Plan FY11-FY15)



3. Strengthening and Sustaining Regional Learning Networks and Partnerships

- Assisting ASEAN-WEN PCU to achieve official endorsement and commitment of "ASEAN-WEN Sustainability Plan."
- Engaging agencies outside the wildlife and forestry community to join the fight against wildlife crime through networking, information and best practice sharing among law enforcement agencies with the capabilities to tackle wildlife crime. Sustaining law enforcement through new regulations that channel financial penalties back into wildlife enforcement task force operations.
- Establishing a data collection and analysis program that measures the effectiveness of enforcement training, and help guide planning for future trainings, and inform enforcement related policy developments.

Implementation methods and partners are thoroughly detailed in the cooperative agreement, annual work plans and annual reports.

E) Existing Data

A variety of documents and datasets are already available will be made available upon award:

- Mid-term Program Assessment of the ASEAN-WEN Support Program (April 2008)
- ARREST Program Description
- Annual work plans
- FY11-FY15 Performance Management Plan (PMP)
- Demand survey reports of wildlife demand in select countries
- Quarterly reports
- Law enforcement training evaluation forms and reports
- Database of media coverage of wildlife trafficking in the region (maintained by FREELAND)
- Collated data on enforcement actions in the region, vetted by national governments (maintained by ASEAN-WEN PCU)

In addition to the documents listed above, databases and reports from ASEAN countries may be informative, as well as sector assessments and other publications by the TRAFFIC wildlife monitoring network, other NGOs, and the U.S. Congressional Research Service (2008 Assessment).

II. EVALUATION RATIONALE

A) Evaluation Purpose and Objectives

The Contractor must achieve the following three main objectives in conducting the mid-term performance evaluation of the ARREST program:

- 1) Assess progress to date towards agreed program objectives and under each of the intermediate results;

- 2) Identify implementation challenges and any corrective actions/areas for improvement related to program management and achievement of expected results for the duration of the program period; and
- 3) Recommend specific opportunities to enhance regional level impact, further strengthen the regional WEN and sustainability approach.

This evaluation must evaluate ARREST program results, management and sustainability. It will principally be used to improve performance of the second half of the program, but is also expected to be of use to donors, NGOs and nations working to address wildlife crime and/or advance WENs inside and outside of Southeast Asia. The evaluation may also begin to highlight innovation and best practices specific to law enforcement capacity building and consumer demand reduction campaigns.

B) Audience and Intended Uses

USAID/RDMA, NGO and USG program partners, and most importantly, participating ASEAN-WEN government bodies, are the primary evaluation stakeholders. The U.S. Department of State has actively supported WEN in several regions and will take a particular interest in any lessons for WEN success. USAID/RDMA will disseminate evaluation findings to missions with similar programs and with USAID’s E3 Bureau for sharing in other regions. NGOs and multilateral organizations operating in this sphere, such as TRAFFIC, WWF, WCS, CITES, and INTERPOL, would also benefit from reviewing evaluation results.

This table summarizes how these audiences will or could use the evaluation results.

Evaluation Task	Principle Information Users
Assess progress to date towards agreed program objectives and intermediate results.	USAID/RDMA; implementing partners
Identify implementation challenges, corrective actions needed and/or areas for improvement related to project management and progress towards achieving expected results for the duration of the project period.	USAID/RDMA; implementing partners; existing and developing WENs
Recommend specific opportunities to enhance regional level impact and further strengthen the regional WEN approach.	USAID, implementing partners; U.S. Department of State; existing and developing WENs; NGOs and multilaterals

C) Evaluation Questions

The Contractor must focus on answering the following three priority and strategic evaluation questions according to each major ARREST program component. These questions will also help to assess the effectiveness in program management, regional-level impact of the ARREST

Program, sustainability of the regional WEN approach, as well as identify opportunities to examine gender equality and advance USAID Forward reforms.

1. To what extent have demand reduction and awareness raising activities been successful at reducing demand for illegal wildlife and wildlife products?
2. To what extent has law enforcement capacity building been institutionalized and improved anti-poaching and anti-trafficking efforts within ASEAN-WEN countries and regionally?
3. To what extent has the program met sustainability objectives set forth in the agreement and work plans regarding:
 - a. ASEAN-WEN and PCU sustainable financing;
 - b. Regional and trans-regional partnerships (e.g., between ASEAN-WEN and INTERPOL, CITES, WCO, UNODC);
 - c. Learning exchanges (e.g., training, special investigation groups (SIGs), information exchanges); and
 - d. The establishment of regional centers of excellence.

III. EVALUATION DESIGN AND METHODOLOGY

A) Evaluation Design

The Contractor must answer the three specific evaluation questions presented above in the mid-term performance evaluation. The Contractor's conceptual approach that will be used to answer these questions must focus on actual results and expected targets, key informant interviews, site visits, and consultations with relevant stakeholders.

The Contractor's evaluation team comprised of independent external consultants, with support from members of USAID and possibly other organizations, must examine the current and past performance of ARREST from the start of the agreement through the evaluation period. While the evaluation should address past performance, USAID is also interested in forward-looking recommendations for improving the second half of this program and informing the design of concurrent and future interventions related to wildlife trafficking and support to Wildlife Enforcement Networks. The program statement of work requires the evaluating consultants to gather information on the program, analyze that information, and provide answers to the key evaluation questions. Suggested areas to be more focused or expanded will be useful in order to achieve expected outcomes. The Contractor must also address gender implications as a way to promote gender equality in wildlife conservation and protection.

The Contractor's independent external consultants must work in conjunction with other team members to plan and implement the proposed evaluation. RDMA and the full evaluation team will need to be heavily involved with design, planning, and logistics, but to the Contractor must provide significant and overall leadership and direction, as well as having the final responsibility for the major evaluation duties and deliverables.

B) *Data Collection and Analysis Methods*

The Contractor’s team of independent external consultants, complemented by additional members from USAID and possibly other organizations, must evaluate this multi-faceted program over a period of 15 weeks and across a ten-country region. Data requirements, collection methods, and required analyses will be determined collaboratively with USAID/RDMA under the direction of the Contractor’s independent team leader (not affiliated with USAID or the program) to reduce bias and promote a high quality evaluation under the USAID Evaluation Policy. Consistent with ADS 203.3.1.6 guidance on evaluation methodologies, a combination of **quantitative and qualitative methods** in data collection and analysis must be employed by the Contractor in the process. A **triangulation method** should be applied by the Contractor to increase level of validity in data collection and processing of results. Details on final datasets, collection methods (including interview questions, questionnaire form and key informants to be interviewed), and analytical framework(s) will be approved by the TOCOR as part of initial work plan approval. Data is expected to be disaggregated by sex, target country, and regional/national.

The Contractor must begin its data collection with a desk study of existing documents and information, followed by consultations with key stakeholders in Washington and ASEAN region to further refine the implementation approach. This will be followed by interviews of partners, stakeholders, and beneficiaries in the program’s target countries, and potentially other countries as appropriate. Details on these illustrative approaches and the evaluation questions they are anticipated to help answer are provided in the table below.

Data Collection and Analysis Methods	Question(s) Answered
Desk Study: Review documents and databases listed in section 1.E. above. Work with USAID/RDMA to acquire additional documents as needed, and prioritize primary data collection where gaps remain.	1, 2, 3 Also serves a planning role
Internal Consultations: Meet or conference call with key stakeholders in Washington and Southeast Asia for recommendations on specific areas of consideration. These may include but are not limited to: (a) USAID/RDMA, Asia Bureau, E3 Bureau, relevant USAID bilateral missions; and (b) USG Federal Agency partner staff including the USFWS, USFS, DOJ and DOS. This is separate from the interview process by which data will be collected among some of the same stakeholders.	1, 2, 3 Also serves a planning role
Survey: Develop an online questionnaires survey instrument in English that responds to the evaluation objectives. Distribute the survey widely (using email or Internet) for breadth and reach, especially to stakeholders South Asia and countries in Southeast Asia that will not be visited by evaluation team members. Respondents may include but are not limited to: (a) implementing partner headquarter and field staff; (b) ARREST sub-partners; (c) staff and implementing partners of USAID/RDMA and other operating units which have engaged or could engage with ARREST; (d) USG Federal Agency Partner staff including the USFWS,	1, 2, 3

<p>USFS, DOJ and DOS; (e) staff of multilateral organizations such as CITES, INTERPOL, UNODC, WCO, and the World Bank; (e) cooperating country government staff, especially those involved in ASEAN-WEN, national WENs, regional centers of excellence, and ARREST-sponsored training; (f) international NGOs working to address wildlife crime such as TRAFFIC. The data will be collected and analyzed automatically by the online survey service provider, or analyzed by any other appropriate software such as SPSS or MS-Excel. The data should be summarized and presented in graphic, descriptive, table and/or numeric formats.</p>	
<p>Key Informant and Focus Group Interviews: In-person and phone interviews should be conducted based on an interview guide developed explicitly for this evaluation. Individuals and organizations in the ASEAN region and outside of It (especially SA-WEN region) should be prioritized based on mission and other stakeholder consultation, drawing from the types of stakeholder outlined above. The decision on whether to conduct an individual or group interview depends on a variety of factors including the type of questions and analyses planned, individual and cultural norms and preferences, and efficiency. The data will be analyzed by using transcription and/or coding methods as appropriate.</p>	<p>1, 2, 3</p>

C) *Methodological Strengths and Limitations*

Methods	Strengths	Limitations
Desk Study	<ul style="list-style-type: none"> • Provide valuable information on substantive issues and generate a list of questions including key stakeholders that can be used in other methods. • Help to focus efforts and prioritize issues and gaps 	<ul style="list-style-type: none"> • Time consuming • Depends on resource availability
Consultations	<ul style="list-style-type: none"> • Provide valuable information on substantive issues and generate a list of questions including key stakeholders that can be used in other methods. • Provide greater depth and insights and general surveys 	<ul style="list-style-type: none"> • Depends on availability of key stakeholders • Need to consider time zone difference.
Survey	<ul style="list-style-type: none"> • Cost and time effective • Can reach more respondents 	<ul style="list-style-type: none"> • Sample size and number of respondents may not be enough to statistically represent the whole population. • Limited reach if only conducted in English
Key Informant Interviews	<ul style="list-style-type: none"> • Potentially data rich, detailed answers 	<ul style="list-style-type: none"> • Might need to interview through interpreters (possible loss of meaning and data richness) • Might have informants' bias
Focus Group Interviews	<ul style="list-style-type: none"> • Can generate broader ideas and responses. 	<ul style="list-style-type: none"> • Might need to conduct discussion through translators (possible loss of

	<ul style="list-style-type: none"> • Can include a greater number of participants in less time and result in rich discussion, if facilitated well 	<p>meaning and data richness)</p> <ul style="list-style-type: none"> • Some respondents may dominate in answering • Requires two interviewers
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IV. TEAM COMPOSITION

The Contractor’s evaluation team will be comprised primarily of three (3) independent external consultants, as follows:

- 1) Team Leader (international consultant)
- 2) Assistant Team Leader/Evaluation Specialist (international or local consultant)
- 3) Evaluation Specialist/Administrative and Logistical Support (local consultant)

The evaluation will be led by an independent consultant (referred to as “Team Leader”) and supported by subject matter experts (referred to as Evaluation Specialists) from the team leader’s home organization and/or local organizations. The independent external consultants must have strong and substantial experience in evaluating biodiversity and natural resources management, including environmental related law enforcement or environmental awareness campaign activities.

The Team Leader will be responsible for the overall implementation of the evaluation and ensuring that all expected tasks and deliverables are achieved on time and of high quality. S/he must have significant professional experience coordinating similarly complex evaluations, and leading evaluation teams. The candidate must have exceptional organizational, analytical, writing and presentation skills. S/he must be fluent in English and must have a Master’s level degree with at least 15 years of technical knowledge and experience in a relevant analytical field (e.g., wildlife/biodiversity conservation, natural resource management, or biology), although doctorate level credentials are preferred.. It is highly desirable for the Team Leader candidate to have direct knowledge and/or experience working with USAID rules, evaluation policy, regulations, and procedures, particularly requirements of USAID biodiversity programs. S/he will oversee the overall drafting of the evaluation framework, including methodology determinations; organization of calendar/travel/meetings; overseeing the desk study, interviews, and other data collection; and analyzing the data with input from team members and USAID/RDMA to draft the evaluation report.

The Assistant Team Leader/Evaluation Specialist will support the team leader in the implementation of the evaluation. S/he should have significant professional experience implementing similarly complex evaluations involving multiple stakeholders. The candidate must have exceptional organizational, analytical, writing and presentation skills. S/he must be fluent in English and should have a Master’s level degree with at least 10 years of technical knowledge and experience in a relevant analytical evaluation field (e.g., natural resource management, biodiversity conservation, wildlife management). It is highly desirable to have knowledge and/or experience working with USAID rules, regulations, and procedures, particularly requirements of USAID biodiversity conservation programs. S/he will contribute to the overall drafting of the

evaluation framework and participating in the desk study, interviews, and other data collection; and analyzing the data with input from team members and USAID/RDMA to draft the evaluation report.

The Local Evaluation Specialist will provide additional technical support to the evaluation team as well as support administrative and logistical functions necessary to carry out the evaluation. S/he should be a national or local expert from the region, and have strong organizational skills. S/he should have strong English speaking skills and a Master's level degree with at least 10 years of technical knowledge and experience in a relevant field (e.g., program management, project evaluation, natural resource management, biodiversity conservation, wildlife management). S/he will be responsible for assisting in coordinating the desk study, interviews, and other data collection, and providing overall administrative and logistical support to the team (e.g., providing engagement letters to participants, scheduling interview meetings, etc.).

If it is difficult to find team members who have both evaluation and technical skills/experience, then the Contractor may field a team composed of an experienced evaluator as team leader with technical experts on the team itself could be considered.

The external consultants will be supervised by the TOCOR, while working closely with the ARREST's project's Agreement Officer Representative (AOR) to gain in-depth information of the program activities. The COR and/or alternate will provide strategic direction and guidance throughout the evaluation process, including the development of the work plan, any data collection tools, and evaluation report outline, approach, and content.

The Contractor must field an evaluation team that provides complimentary skills and together possesses the technical, evaluation and managerial skills to submit high quality deliverables that meet the objectives of the task order without requiring significant revisions and substantive/significant input from the TOCOR and additional team members.

In addition to the Contractor's consultants, the evaluation team may be complemented by additional team members from USAID and other organizations as follows:

- 4) Law Enforcement Capacity Building Specialist (USFWS)
- 5) Program Development Specialist and/or Monitoring and Evaluation Specialist (USAID/RDMA)
- 6) Media Campaign/Behavior Change Communications Specialist (USAID/E3)

These team members will provide complementary technical assistance in their area of expertise and assist in the overall evaluation implementation, participating in consultations, and in helping draft the report. The exact number of participants will be confirmed with the evaluation team following award. It is expected that 2-3 additional team members will be able to participate for a period of 2-3 weeks each, and focus on conducting consultations and overall programmatic strategic review.

All evaluation team members shall provide a signed statement attesting to a lack of conflict of interest, or describing an existing conflict of interest relative to the project being evaluated.

V. EVALUATION MANAGEMENT

The ARREST project supports efforts in at least ten countries, but the evaluation team is only anticipated to visit four or five of these, to be determined in consultation with USAID/RDMA. Thailand will certainly be one of them: Bangkok hosts the ASEAN-WEN PCU and USAID/RDMA; in addition, law enforcement training is conducted in a national park in the country. Other likely candidates are: Indonesia (hosts ASEAN secretariat, ICITAP program of DOJ, and a bilateral mission with program intersects with ARREST); China and Vietnam (both priorities for demand reduction efforts, with linkages to Africa); Laos (a key transit country), and Malaysia (major wildlife source country, supports regional forensic assessment and has a strong national wildlife law). Singapore is home to a university that may become a regional center of excellence in environmental law, and the Philippines has hosted marine law enforcement training.

The Contractor's evaluation team will receive support from USAID/RDMA in selecting priority organizations and places to visit during the evaluation, and in gaining required country clearance. The evaluation team is expected to schedule interviews or other modes of data collection with key stakeholders, though USAID and FREELAND can provide contact information. The Contractor's evaluation team must make their own hotel, air travel, and local transportation arrangements in accordance with U.S. requirements for allowable carriers and per diems. Team members should have the necessary language skills for countries of focus, or engage local language interpreters to support interviews and reviews of local language documents and records.

All evaluation team members are responsible for their own workspaces, computers, and travel arrangements.

If possible, the evaluation will be timed to overlap with a planned ASEAN-WEN Annual Meeting expected to take place in May 2013 in Bangkok. There may be an opportunity to invite SA-WEN members to that meeting.

ANNEX II: DATA COLLECTION INSTRUMENTS

INTERVIEW INSTRUMENTS

INTERVIEW PROTOCOL – LAW ENFORCEMENT TRAINEE (Q2)

Mid-term Performance Evaluation

Asia’s Regional Response to Endangered Species Trafficking (ARREST)

Date: _____

Name: _____

Sex: Male Female

Country: China Indonesia Philippines Thailand Vietnam

Affiliation:

Scope

The subject of this evaluation is Asia’s Regional Response to Endangered Species Trafficking (ARREST), a program implemented by the Freeland Foundation to collaborate with the ASEAN-Wildlife Enforcement Network (WEN) and other partners to curb illegal wildlife trade in Southeast Asia.

The primary objectives of the ARREST program include: 1) reducing consumer demand and enhancing awareness; 2) building law enforcement capacity; and 3) strengthening and sustaining regional learning networks and partnerships to address wildlife trafficking.

Purpose

This independent, external evaluation is being conducted by Social Impact for the U.S. Agency for International Development Regional Development Mission for Asia (USAID/RDMA) in Bangkok. The purpose of the evaluation is to learn about progress to date and provide recommendations about potential improvements to strengthen U.S. Government (USG) support for programming in this area. Findings from the evaluation will be used by USAID and its USG partners, Freeland and its partners, and ASEAN-WEN governments.

Participation

You have been recommended as an individual/organization with knowledge of the ARREST program. We invite you to provide feedback about the program’s impact and recommendations for improvement. We will take notes during this discussion and share them with our evaluation team members. Your views will help to inform our findings and conclusions. However, your opinions will not be attributed to you by name in the evaluation report.

Priority Interview Questions

1. What kinds of training have you received through the ARREST program?
 Prevention: Protected Area Enforcement and Management
 Detection: Nature Crime Investigation, Forensics, Border Inspection
 Prosecution: Judiciary Awareness and Enhancement of Laws
2. How were you selected to participate in the training? What were the procedures for participant selection?
3. Do your female colleagues attend ARREST training, provided that the topic is relevant to their duties?
 Yes No Not Applicable/Don't Know
Please discuss:
4. How would you rate the ARREST training in terms of providing you with the knowledge and skills to perform your duties in an effective manner?
 Very Relevant Somewhat Relevant Not Relevant
Please describe:
5. Please provide an example of knowledge gained during ARREST training that was previously unknown or unfamiliar to you.
6. Please provide an example of how you applied or used skills gained from the training in your daily work.
7. Have your new skills contributed directly to reducing wildlife trafficking?
 Yes No
If yes, please provide an example:
8. Have you shared ARREST training materials and knowledge with your colleagues and/or supervisor?
 Yes No
If yes, please describe:
9. Does your agency provide its own training to staff using ARREST training materials? If yes, on which topics?

10. Do you have the tools to perform your duties (e.g., species identification manuals, procedural protocols, firearms, management skills, etc.)?

Yes No

If no, what additional tools and training do you require?

11. Are there other activities that you would like to conduct to protect wildlife but are not able to at the moment?

Yes No

What are the activities and what would be their value?

What are the constraints that prevent you from conducting these activities now?

What additional support do you need to conduct these activities?

12. Do you have any additional thoughts to share with us?

Supplemental Interview Questions

13. Have you received formal training in CITES regulations (including permits) and in the identification of protected wildlife and/or their products?

Yes No

If yes, which organization conducted the training?

Was it:

On-the-job training or Classroom training or Workshop?

14. What are the protected species—either as specimens or products—that are most frequently encountered in your country/duty station now?

15. What is the primary country of origin for protected species that you regularly encounter? Are they Transited through your country or Consumed/used in your country?

16. How frequently are shipments seized?

Daily Weekly Monthly Quarterly Other (specify)

When did the last seizure take place, and what was it for?

How did you handle the case?

What happened to the species? What happened to the traffickers?

17. Have you noted any changes in the types of species or quantity of shipments that you encounter at your site since April 2011?

Yes No

If yes, please describe:

18. Which species have you seen less of in recent years, and which ones continue to be problematic? Please describe.

19. Can you identify any reasons for the changes that you observe?

INTERVIEW PROTOCOL – MEDIA (Q1)

Mid-term Performance Evaluation

Asia's Regional Response to Endangered Species Trafficking (ARREST)

Date: _____

Name: _____

Affiliation:

Sex: Male Female

Country: China Indonesia Philippines Thailand Vietnam

Scope

The subject of this evaluation is Asia's Regional Response to Endangered Species Trafficking (ARREST), a program implemented by the Freeland Foundation to collaborate with the ASEAN-Wildlife Enforcement Network (WEN) and other partners to curb illegal wildlife trade in Southeast Asia.

The primary objectives of the ARREST program include: 1) reducing consumer demand and enhancing awareness; 2) building law enforcement capacity; and 3) strengthening and sustaining regional learning networks and partnerships to address wildlife trafficking.

Purpose

This independent, external evaluation is being conducted by Social Impact for the U.S. Agency for International Development Regional Development Mission for Asia (USAID/RDMA) in Bangkok. The purpose of the evaluation is to learn about progress to date and provide recommendations about potential improvements to strengthen U.S. Government (USG) support for programming in this area. Findings from the evaluation will be used by USAID and its USG partners, Freeland and its partners, and ASEAN-WEN governments.

Participation

You have been recommended as an individual/organization with knowledge of the ARREST program. We invite you to provide feedback about the program's impact and recommendations for improvement. We will take notes during this discussion and share them with our evaluation team members. Your views will help to inform our findings and conclusions. However, your opinions will not be attributed to you by name in the evaluation report.

Interview Questions

1. How familiar are you with the ARREST program and the Freeland Foundation?

Very Familiar

Somewhat Familiar

Not Familiar

If familiar, how were you introduced to ARREST and Freeland?

2. Have you collaborated with Freeland through the ARREST program (since 2011) to conduct demand reduction and awareness-raising activities?

Yes No

If yes, please describe the nature and approach:

If yes, please indicate the target audience:

General Public Men Women Youth Travelers
 Government Officials Civil Society Private Sector Other
(specify)

3. Please describe your understanding of the illegal wildlife demand reduction strategy used by the ARREST program. Are awareness-raising activities expected to result in behavior change? If yes, how so?

4. To what extent have awareness-raising activities conducted by ARREST been successful at reducing demand for illegal wildlife and wildlife products?

Highly Successful Successful Too Early to Know Needs Improvement

Please describe, and identify possible improvements if relevant:

If it's too early to know, what is the potential for success? Why, or why not?

If ARREST activities have been successful, how were changes in demand for illegal wildlife observed or quantified?

5. Do you think that media attention about illegal wildlife trafficking has increased as a result of the ARREST program? If yes, please describe.

6. To your knowledge, was a gender-sensitive approach used to design, implement, and assess the impact of ARREST's awareness-raising activities?

Yes No Don't Know

Please describe:

7. Do you have recommendations for Freeland to increase the reach and/or impact of its awareness-raising activities? Would you suggest new methods, audiences, technological tools, etc.?

8. Are there other groups or institutions—national, regional, multilateral, private sector, civil society—that should be included in future ARREST activities? If yes, which groups or institutions? Why and how should they be involved?
9. Do you have recommendations for USAID to address wildlife trafficking challenges through 2016 and beyond? If yes, please describe.
10. Do you have any additional thoughts to share with us?

INTERVIEW PROTOCOL – EXTERNAL ACTORS

Mid-term Performance Evaluation

Asia’s Regional Response to Endangered Species Trafficking (ARREST)

Date: _____

Name: _____

Sex: Male Female

Country: China Indonesia Philippines Thailand Vietnam

Affiliation: Multilateral Civil Society iNGO Private Sector

Scope

The subject of this evaluation is Asia’s Regional Response to Endangered Species Trafficking (ARREST), a program implemented by the Freeland Foundation to collaborate with the ASEAN-Wildlife Enforcement Network (WEN) and other partners to curb illegal wildlife trade in Southeast Asia.

The primary objectives of the ARREST program include: 1) reducing consumer demand and enhancing awareness; 2) building law enforcement capacity; and 3) strengthening and sustaining regional learning networks and partnerships to address wildlife trafficking.

Purpose

This independent, external evaluation is being conducted by Social Impact for the U.S. Agency for International Development Regional Development Mission for Asia (USAID/RDMA) in Bangkok. The purpose of the evaluation is to learn about progress to date and provide recommendations about potential improvements to strengthen U.S. Government (USG) support for programming in this area. Findings from the evaluation will be used by USAID and its USG partners, Freeland and its partners, and ASEAN-WEN governments.

Participation

You have been recommended as an individual/organization with knowledge of the ARREST program. We invite you to provide feedback about the program’s impact and recommendations for improvement. We will take notes during this discussion and share them with our evaluation team members. Your views will help to inform our findings and conclusions. However, your opinions will not be attributed to you by name in the evaluation report.

Interview Questions

1. What do you identify as key challenges to reducing wildlife trafficking in this country?
In Southeast Asia?

2. Please tell us about your organization and the activities it conducts to address these challenges.

3. How familiar are you with the ARREST program and the Freeland Foundation?

Very Familiar Somewhat Familiar Not Familiar

If familiar, how were you introduced to ARREST and Freeland?

4. Have you collaborated with the ARREST program in the following areas?

Increasing awareness/reducing consumption

Strengthening law enforcement capacity

Supporting learning networks and partnerships

If yes, please describe:

If yes, how would you rate the overall quality of your collaboration with Freeland?

Excellent Satisfactory Needs Improvement

Please describe, and identify possible improvements if relevant:

5. How would you rate the effectiveness of the ARREST program in reducing wildlife trafficking through the following activities? [1-5 Scale: 5 = Excellent, 1 = Poor]

a. Increasing Awareness/Reducing Consumption (Q1)

5 4 3 2 1 Not Applicable/Don't Know

Please describe your reason for this rating:

To what extent have awareness-raising activities conducted by ARREST been successful at reducing demand for illegal wildlife and wildlife products? **(Q1)**

Highly Successful Successful Too Early to Know Needs Improvement

Please describe, and identify possible improvements if relevant:

If it's too early to know, what is the potential for success? Why, or why not? **(Q1)**

b. Strengthening Law Enforcement Capacity (Q2)

5 4 3 2 1 Not Applicable/Don't Know

Please describe your reason for this rating:

To what extent has ARREST law enforcement capacity building been institutionalized by ASEAN member states? **(Q2)**

Excellent Progress Good Progress Too Early to Know Needs Improvement

Please describe, and identify possible improvements if relevant:

If it's too early to know, what is the potential for ASEAN member states to institutionalize law enforcement capacity building activities as a result of ARREST interventions? Why, or why not? **(Q2)**

To what extent has ARREST training improved anti-poaching and anti-trafficking efforts? **(Q2)**

How? Please describe:

What do you consider to be an appropriate role and effective level of NGO involvement in law enforcement capacity building and operations?

c. Supporting Learning Networks and Partnerships (Q3)

5 4 3 2 1 Not Applicable/Don't Know

Please describe your reason for this rating:

How familiar are you with the ASEAN Wildlife Enforcement Network (WEN)? **(Q3)**

Very Familiar Somewhat Familiar Not Familiar

If familiar, how were you introduced to the WEN?

Have you collaborated with the ASEAN-WEN (national or regional) in the areas below?

- Increasing awareness/reducing consumption
- Strengthening law enforcement capacity
- Supporting learning networks and partnerships

If yes, please describe:

How would you assess the capacity of the ASEAN-WEN Program Coordination Unit (PCU) to strengthen the WEN in your country? **(Q3)**

Please describe:

How would you describe the effectiveness of the ASEAN-WEN PCU in building and strengthening the regional ASEAN-WEN learning network? **(Q3)**

Please describe:

6. Could you suggest any best practices that Freeland and/or ASEAN-WEN might pursue to ensure a gender-responsive approach to wildlife trafficking programs?

If yes, please discuss:

7. What is missing in the ARREST program approach that would reduce wildlife trafficking? What areas for improvement or opportunities to achieve greater impact would you identify for the ARREST program (in priority order)?
8. Could you identify any programs implemented by your organization or other organizations that may have synergies with ARREST program objectives?

- Preventing emerging infectious diseases/pandemic threats
- Economic growth and trade
- Democracy and governance
- Combatting transnational crime
- Promoting women's empowerment

Please elaborate:

9. Are you interested in collaboration with ARREST in any of these areas? If yes, how?
10. Are there other groups or institutions—national, regional, multilateral, private sector, civil society—that should be included in future ARREST activities? If yes, which groups or institutions? Why and how should they be involved? **(Q3)**
11. Can you identify any opportunities for the ARREST program to expand its partnerships with China, South Asia, or Africa? Please describe. **(Q3)**
12. Do you have recommendations for USAID to address wildlife trafficking challenges through 2016 and beyond? If yes, please describe.
13. Do you have any additional thoughts to share with us?

INTERVIEW PROTOCOL – NATIONAL WILDLIFE ENFORCEMENT NETWORKS

Mid-term Performance Evaluation

Asia's Regional Response to Endangered Species Trafficking (ARREST)

Date: _____

Name: _____

Sex: Male Female

Country: China Indonesia Philippines Thailand Vietnam

Scope

The subject of this evaluation is Asia's Regional Response to Endangered Species Trafficking (ARREST), a program implemented by the Freeland Foundation to collaborate with the ASEAN-Wildlife Enforcement Network (WEN) and other partners to curb illegal wildlife trade in Southeast Asia.

The primary objectives of the ARREST program include: 1) reducing consumer demand and enhancing awareness; 2) building law enforcement capacity; and 3) strengthening and sustaining regional learning networks and partnerships to address wildlife trafficking.

Purpose

This independent, external evaluation is being conducted by Social Impact for the U.S. Agency for International Development Regional Development Mission for Asia (USAID/RDMA) in Bangkok. The purpose of the evaluation is to learn about progress to date and provide recommendations about potential improvements to strengthen U.S. Government (USG) support for programming in this area. Findings from the evaluation will be used by USAID and its USG partners, Freeland and its partners, and ASEAN-WEN governments.

Participation

You have been recommended as an individual/organization with knowledge of the ARREST program. We invite you to provide feedback about the program's impact and recommendations for improvement. We will take notes during this discussion and share them with our evaluation team members. Your views will help to inform our findings and conclusions. However, your opinions will not be attributed to you by name in the evaluation report.

Interview Questions

1. When and how was your national Wildlife Enforcement Network (WEN) established?
2. Which agencies, ministries, offices, etc. are members? Who chairs or convenes the WEN?
3. Who are your primary partners outside the government? **(Q3)**

- ASEAN-WEN Program Coordination Unit (PCU)
 Freeland
 NGOs
 Other

Describe your relationships with your partners.

4. What is the funding strategy for the WEN in your country? **(Q3)**
5. What are the top challenges for reducing wildlife trafficking in your country?
6. What are the WEN's top successes in reducing wildlife trafficking in your country?
7. How familiar are you with the ARREST program implemented by Freeland since 2011?

- Very Familiar
 Somewhat Familiar
 Not Familiar

If familiar, how were you introduced to ARREST and Freeland?

8. What kinds of activities has ARREST supported in your country?

- Training
 Special Investigation Groups (SIGs)
 Awareness Campaigns

- National Coordination
 ASEAN Regional Coordination
 Other (specify)

9. How would you rate the quality of these activities? [1-5 Scale: 5 = Excellent, 1 = Poor]

Training:

- 5
 4
 3
 2
 1
 Not Applicable/Don't Know **(Q2)**

SIGs:

- 5
 4
 3
 2
 1
 Not Applicable/Don't Know **(Q3)**

Awareness Campaigns:

- 5
 4
 3
 2
 1
 Not Applicable/Don't Know **(Q1)**

National Coordination:

- 5
 4
 3
 2
 1
 Not Applicable/Don't Know **(Q1)**

ASEAN Regional Coordination:

- 5
 4
 3
 2
 1
 Not Applicable/Don't Know

Other:

- 5
 4
 3
 2
 1
 Not Applicable/Don't Know

10. How effective is ARREST training in building the capacity of law enforcement staff to reduce wildlife crime? **(Q2)**

Very Effective Somewhat Effective Not Effective

Please describe:

11. Do you think ARREST maintains an appropriate balance between training managers and training front-line staff? **(Q2)**

Yes No

Why or why not?

12. To what extent has ARREST been effective in strengthening legislation and regulations related to illegal wildlife trafficking? **(Q2)**

Very Effective Somewhat Effective Not Effective

Please describe:

13. Has ARREST helped your country to prosecute wildlife crime? If yes, please describe. **(Q2)**

14. Has ARREST expanded the network of cooperating countries in the region to improve collaboration and reduce wildlife crime across borders? **(Q3)**

Yes No

If yes, please describe:

15. Does your country currently support the ASEAN-WEN PCU in any of the following ways? **(Q5)**

Financial Contribution Secondments Meeting Venue

Virtual Technical Support Other (specify)

16. Do you think that the ASEAN Secretariat provides adequate support and guidance to the ASEAN-WEN PCU? **(Q3)**

Yes No Don't Know

Please describe:

17. How would you describe the capacity of the ASEAN-WEN PCU to strengthen your national WEN? **(Q3)**

18. How would you describe the effectiveness of the ASEAN-WEN PCU in building and strengthening the regional ASEAN-WEN network? **(Q3)**
19. Are there other ASEAN entities, private companies, or civil society organizations (e.g., ASEAN Inter-Parliamentary Assembly, ASEAN committees, advocacy groups, etc.) that should be included in future ARREST activities? If yes, which ones, why, and how? **(Q3)**
20. Can you identify any opportunities for the ARREST program to expand its partnerships beyond the ASEAN region (e.g., China, South Asia, or Africa)? Please describe. **(Q3)**
21. Have you seen any Freeland anti-wildlife trafficking campaign materials in your country? **(Q1)**

Yes No

If yes, please describe the type of message conveyed and the nature and location of the campaign materials.

Do you believe that Freeland campaign materials are effective in conveying important messages about illegal wildlife trafficking to the public? **(Q1)**

Yes No

Why or why not?

22. Do you have recommendations for USAID to address wildlife trafficking during the remaining years of the ARREST program (through 2016) and beyond? Please describe.
23. Do you have any additional thoughts to share with us?

INTERVIEW PROTOCOL – DONOR/U.S. GOVERNMENT PARTNER

Mid-term Performance Evaluation

Asia’s Regional Response to Endangered Species Trafficking (ARREST)

Date: _____

Name: _____

Sex: Male Female

Country: China Indonesia Philippines Thailand Vietnam

Affiliation: USAID DoS ARREST Partner (USFWS, USFS, DOJ/ICITAP) Other

Scope

The subject of this evaluation is Asia’s Regional Response to Endangered Species Trafficking (ARREST), a program implemented by the Freeland Foundation to collaborate with the ASEAN-Wildlife Enforcement Network (WEN) and other partners to curb illegal wildlife trade in Southeast Asia.

The primary objectives of the ARREST program include: 1) reducing consumer demand and enhancing awareness; 2) building law enforcement capacity; and 3) strengthening and sustaining regional learning networks and partnerships to address wildlife trafficking.

Purpose

This independent, external evaluation is being conducted by Social Impact for the U.S. Agency for International Development Regional Development Mission for Asia (USAID/RDMA) in Bangkok. The purpose of the evaluation is to learn about progress to date and provide recommendations about potential improvements to strengthen U.S. Government (USG) support for programming in this area. Findings from the evaluation will be used by USAID and its USG partners, Freeland and its partners, and ASEAN-WEN governments.

Participation

You have been recommended as an individual/organization with knowledge of the ARREST program. We invite you to provide feedback about the program’s impact and recommendations for improvement. We will take notes during this discussion and share them with our evaluation team members. Your views will help to inform our findings and conclusions. However, your opinions will not be attributed to you by name in the evaluation report.

Interview Questions

1. How familiar are you with the ARREST program?

Very Familiar

Somewhat Familiar

Not Familiar

2. Has your office worked directly with Freeland as part of the ARREST program?

If yes, please describe:

If yes, how would you rate the overall quality of your collaboration with Freeland?

Excellent Satisfactory Needs Improvement

Please describe, and identify possible improvements if relevant:

3. Have you worked with ARREST on reducing consumer demand for wildlife products?
(Q1)

Yes No

To what extent have awareness-raising activities conducted by ARREST been successful at reducing demand for illegal wildlife and wildlife products? **(Q1)**

Highly Successful Successful Too Early to Know Needs Improvement

Please describe, and identify possible improvements if relevant:

If it's too early to know, what is the potential for success? Why, or why not? **(Q1)**

4. Have you worked with ARREST on strengthening law enforcement capacity? **(Q2)**

Yes No

To what extent has ARREST law enforcement capacity building been institutionalized by ASEAN member states? **(Q2)**

Excellent Progress Good Progress Too Early to Know Needs Improvement

Please describe, and identify possible improvements if relevant:

If it's too early to know, what is the potential for ASEAN member states to institutionalize law enforcement capacity building activities as a result of ARREST interventions? Why, or why not? **(Q2)**

To what extent has ARREST training improved anti-poaching and anti-trafficking efforts?

How? Please describe: **(Q2)**

5. What do you consider to be an appropriate role and effective level of NGO involvement in law enforcement capacity building and operations? **(Q2)**

6. Have you worked with ARREST on strengthening and sustaining regional learning networks and partnerships? If yes, with which of the following? **(Q3)**

ASEAN Program Coordination Unit (PCU) and Wildlife Enforcement Networks (WENs)

How would you assess the capacity of the ASEAN-WEN PCU to strengthen the WEN in your country? Please describe: **(Q3)**

How would you describe the effectiveness of the ASEAN-WEN PCU in building and strengthening the regional ASEAN-WEN learning network? **(Q3)**

Please describe:

Regional and Trans-Regional Partnerships (e.g., between ASEAN-WEN and INTERPOL, CITES, WCO, UNODC), including private sector partnerships

If relevant, please specify:

What has been the role of ARREST resources in initiating and maintaining these partnerships? **(Q3)**

How likely are the partnerships to be maintained in the absence of ARREST resources? High Medium Low Don't Know

Learning Exchanges (e.g., training, special investigation groups (SIGs), information

exchanges, secondments)

Please describe any examples of the impact of these initiatives in your country.

(Q3)

Regional Centers of Excellence (ASEAN Centre for Biodiversity; specialized training on forensics, marine and terrestrial law enforcement, and wildlife law)

How would you prioritize the importance of these subject areas in your country?

(Q3)

7. Are there other groups or institutions—national, regional, multilateral, private sector, civil society—that should be included in future ARREST activities? If yes, which groups or institutions? Why and how should they be involved? **(Q3)**
8. Can you identify any opportunities for the ARREST program to expand its partnerships with China, South Asia, or Africa? Please describe. **(Q3)**
9. Is ARREST applying appropriate emphasis and resources to its program areas (reducing demand, law enforcement capacity, and learning networks/partnerships) in pursuing its goal of curbing illegal wildlife trafficking in Southeast Asia? Why, or why not?
10. Has gender been adequately factored into ARREST program activities?

Yes No Not Applicable Don't Know

Please discuss:

11. What is missing in the ARREST program approach that would reduce wildlife trafficking? What areas for improvement or opportunities to achieve greater impact would you identify for the ARREST program (in priority order)?

12. Could you identify any programs implemented or supported by your office that may have synergies with ARREST program objectives?

Preventing emerging infectious diseases/pandemic threats

Economic growth and trade

Democracy and governance

Combatting transnational crime

Promoting women's empowerment

Please elaborate:

13. Given the visibility of illegal wildlife trafficking within the USG (e.g., July 1 Executive Order), will your office be involved in wildlife trafficking issues during the remaining years of the ARREST program (through 2016) and beyond?

14. If yes, please describe:

15. Do you have any additional thoughts to share with us?

SURVEY PROTOCOL

ARREST EVALUATION – SURVEY PROTOCOL [Survey Monkey]

[Email to Participants]

Dear _____:

I am writing on behalf of the team evaluating Asia's Regional Response to Endangered Species Trafficking (ARREST), a program implemented by the Freeland Foundation since April 2011 to collaborate with the ASEAN-Wildlife Enforcement Network (WEN) and other partners to address illegal wildlife trade in the region. The evaluation is being conducted by Social Impact for the U.S. Agency for International

Development Regional Development Mission for Asia (USAID/RDMA) in Bangkok.

You have been identified as a key participant in this work, and we invite you to provide valuable insight about ASEAN-WEN and its activities to address endangered species trafficking. We kindly request that you complete a brief survey at the following address:

https://www.surveymonkey.com/s/ARREST_Survey

We recognize that your time is valuable, so we expect the survey will take less than 15 minutes. Your answers will be kept confidential.

We very much appreciate your help!

Sincerely,

Social Impact Evaluation Team

www.socialimpact.com

[Message on Landing Page]

PURPOSE OF THE SURVEY

With support from USAID, the Freeland Foundation and its partners have implemented Asia's Regional Response to Endangered Species Trafficking (ARREST) since April 2011 to address illegal wildlife trade in Southeast Asia. Social Impact is conducting an evaluation for USAID to understand how to improve the ARREST program.

We invite you to provide valuable insight about ASEAN-WEN and its activities to address endangered species trafficking. This survey can be completed in 15 minutes.

CONFIDENTIALITY STATEMENT

This survey guarantees respondent confidentiality and your participation in this survey is voluntary. All data will be used in an aggregate form that will make it impossible to determine the identity of the individual responses. Access to raw data will be tightly restricted to only those individuals directly involved in data analysis.

[Survey]

BACKGROUND INFORMATION

1. In which country do you primarily work?
 - Brunei Darussalam
 - Cambodia
 - Indonesia
 - Lao PDR
 - Malaysia
 - Myanmar
 - Philippines
 - Singapore
 - Thailand
 - Viet Nam

2. Sex:
 - Male
 - Female

3. Age:
 - 21-30 years
 - 31-40 years
 - 41-50 years
 - 51-60 years
 - 61-70 years

4. What is the highest level of education you have completed?
 - None
 - Primary
 - Secondary
 - Undergraduate degree (Bachelors)
 - Graduate degree (Masters, PhD, etc.)

5. Which of the following terms best describes the type of agency or institution you represent?

	National Government	Regional/Local Government
Agriculture		
Border Affairs		
CITES Management Authority		
Commerce		
Customs		
Fisheries		
Forestry		
Military		
Natural Resources/Environment		
Police		
Other	(Please specify)	(Please specify)

INVOLVEMENT WITH WEN

6. Is your agency the ASEAN-WEN National Focal Point?

- Yes
- No

7. How long have you been involved in your country's Wildlife Enforcement Network (WEN)?

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-9 years
- 10 or more years

8. On a scale of 1 to 5, how much do you know about the WEN?

- 1 = Very little
- 2 = Below average
- 3 = Average/Moderate
- 4 = Above average
- 5 = Very much

9. On a scale of 1 to 5, how much do you know about ARREST / Freeland Foundation?

- 1 = Very little
- 2 = Below average
- 3 = Average/Moderate
- 4 = Above average
- 5 = Very much

INVOLVEMENT WITH ARREST

10. Which of the following activities have you participated in? (Mark all that apply)

- ASEAN-WEN Regional Meeting
- National WEN Coordination Meeting
- Training (In-country)
- Training (Regional)
- Special Investigation Group (SIG) (Please specify)
- Secondment to ASEAN-WEN Program Coordination Unit (PCU)
- Other (Please specify)

11. Was the activity supported by ARREST?

Activity	Response
ASEAN-WEN Regional Meeting	Yes, No, Don't Know
National WEN Coordination Meeting	Yes, No, Don't Know
Training (In-country)	Yes, No, Don't Know
Training (Regional)	Yes, No, Don't Know
Special Investigation Group (SIG)	Yes, No, Don't Know
Secondment to ASEAN-WEN Program Coordination Unit (PCU)	Yes, No, Don't Know

12. On a scale of 1 to 5, how would you rate the implementation of the activity?

(1 = Poorly implemented, 2 = Below average, 3 = Average/Satisfactory, 4 = Above average, 5 = Very well implemented)

Activity	Level of Achievement
ASEAN-WEN Regional Meeting	1 2 3 4 5 Don't Know
National WEN Coordination Meeting	1 2 3 4 5 Don't Know
Training (In-country)	1 2 3 4 5 Don't Know
Training (Regional)	1 2 3 4 5 Don't Know
Special Investigation Group (SIG)	1 2 3 4 5 Don't Know
Secondment to ASEAN-WEN Program Coordination Unit (PCU)	1 2 3 4 5 Don't Know

13. On a scale of 1 to 5, to what extent do you think ARREST activities contributed to the following objectives?

(1 = Very little, 2 = A little, 3 = Average/Satisfactory, 4 = Some, 5 = Very much)

Result	Level of Achievement
Increased skills/performance of law enforcement officials	1 2 3 4 5 Don't Know
Built relationships/networks with law enforcement officials in other countries	1 2 3 4 5 Don't Know
Improved information sharing about illegal wildlife trafficking	1 2 3 4 5 Don't Know
Improved national coordination to stop wildlife crime	1 2 3 4 5 Don't Know
Improved regional coordination to stop wildlife crime	1 2 3 4 5 Don't Know
Increased seizures/arrests/prosecution of illegal wildlife trafficking	1 2 3 4 5 Don't Know
Other (please specify)	1 2 3 4 5 Don't Know

14. What have been the most notable achievements of the ARREST program since April 2011?
(Open response)

15. Which other activities should ARREST support to help achieve the results listed above?
(Open response)

INVOLVEMENT WITH THE PCU

16. On a scale of 1 to 5, how much do you know about the Program Coordination Unit (PCU) in Bangkok?

- 1 = Very little
- 2 = Below average
- 3 = Average/Moderate
- 4 = Above average
- 5 = Very much

17. Does your country provide support to the PCU? (If yes, mark all that apply)

- Financial contribution
- Information about illegal wildlife operations
- Meeting venue
- Secondments
- Other (Please specify)
- Don't Know

18. On a scale of 1 to 5, how would you rate your country's support for the PCU?

- 1 = Very little
- 2 = Below average
- 3 = Average/Moderate
- 4 = Above average
- 5 = Very much
- Don't Know

19. On a scale of 1 to 5, please rate the performance of the PCU in the following areas.

(1 = Poor, 2 = Below average, 3 = Average/Satisfactory, 4 = Above average, 5 = Very good)

Areas	Level of Achievement
Organization of ASEAN-WEN Regional Meetings	1 2 3 4 5 Don't Know
Facilitation/coordination of technical support for law enforcement officials (training, workshops, seminars)	1 2 3 4 5 Don't Know

Information sharing (website, publications, newsletters)	1 2 3 4 5 Don't Know
--	----------------------

20. Please provide any other suggestions to improve PCU support to the ASEAN-WEN. (Open response)

[Closing]

Thank you very much for your valuable input and for helping us to suggest improvements to the ARREST program. If you have any questions, please contact __.

ANNEX III: SOURCES OF INFORMATION

DOCUMENTS REVIEWED

ARREST PARTNER DOCUMENTS (SEE ALSO SECTION V BELOW)

- Aster Zhang. 2013. *iThink in China*. Powerpoint presented at the Wildlife Trade Coalition meeting at Beijing Normal University. July 18, 2013.
- IFAW Briefing Paper: *Reducing Ivory Trade in China* (2013)
- IFAW Powerpoint. Grace Ge Gabriel. *Reduce wildlife trade in China* (June 2013)
- IFAW. Crystal Wang July 2013. *IFAW's Work on Wildlife Trade and ARREST Implementation*. Powerpoint

ASEAN AND ASEAN-WEN DOCUMENTS

- **ASEAN**
 - AIPA Newsletter (June-July 2011, Feb 2012, June 2012, Nov-Dec 2012)
 - ASEAN Confirms a Strong Legislative Response To Combat Wildlife Crime
 - ASEAN Declaration on Environmental Sustainability
 - ASEAN Regional Action Plan on Trade in CITES Wild Fauna and Flora (2005-2010)
 - ASEAN Regional Action Plan on Trade in CITES Wild Fauna and Flora (2011-2015)
 - ASEAN Statement on Launching of the ASEAN Wildlife Law Enforcement Network
 - ASEAN Statement on Thirteenth Meeting of the Conference of Parties to CITES (2004)
 - ASOF Chair Report on ASEAN and International Year of Forests (2011)
 - Roadmap for an ASEAN Community (2009-2015)
- **ASEAN-WEN**
 - ASEAN Wildlife Enforcement Network (ASEAN-WEN) Compilation of Policy Documents & ASEAN-WEN Directory. (July 2013).
 - ASEAN-WEN Action Update (Jan-Mar 2008, Apr-June 2008, July-Sept 2008, Oct-Dec 2008, 2008, Jan-Mar 2009, Apr-June 2009, July-Sept 2009, Oct-Dec 2009, 2009, Jan-Mar 2010, Apr-June 2010, July-Sept 2010, Oct-Dec 2010, 2010, Jan-Mar 2011, Apr-June 2011, July-Sept 2011, Oct-Dec 2011, 2011, Jan-Mar 2012, Apr-June 2012)
 - ASEAN-WEN Background
 - ASEAN-WEN National Task Forces
 - ASEAN-WEN Rules of Procedure
 - ASEAN-WEN Strategic Plan of Action
 - ASEAN-WEN Sustainability Strategy
 - ASEAN-WEN Terms of Reference
 - ASEAN-WEN Wildlife Trade in Southeast Asia Fact Sheet
 - Development of the ASEAN-WEN Program Coordination Unit (PCU) Terms of Reference
 - Final Report on USAID/ARREST/ASEAN-WEN Regional Forensics Assessment and Exchange Visit

- Lao-WEN July 2013. *Lao Wildlife Enforcement Network (Lao-WEN) Implementations and Activities*. Presented at the 2nd Bilateral Meeting between Lao PDR and Thailand 24-27 July 2013 Vientiane, Lao PDR by Mr. Bouaxam Inthalangsy, Director of Wildlife and Aquatic Inspections Division, Department of Forest Inspection, Ministry of Agriculture and Forestry.
- Tiina Kitunen. National Legislation review of ASEAN CITES Laws. Powerpoint and associated report.
- Tina Kitunun. 2012. *Captive Breeding of Tigers in Thailand: Contested Legality*.

BOOKS AND OTHER TECHNICAL DOCUMENTS

- Brautigan, Deborah. 2009. *The Dragon's Gift: The Real Story of China in Africa* New York: Oxford University Press
- Carney, Scott. 2013. *The Red Market: On the Trail of the World's Organ Brokers, Bone Thieves, Blood Farmers and Child Traffickers*. William Morrow.
<http://www.scottcarney.com/2011/05/the-red-market/>
- Coggins, Chris. 2002. *The Tiger and the Pangolin: Nature, Culture, and Conservation in China*. University of Hawaii Press
- Davies, Ben. 2005. *Black Market: Inside the Endangered Species Trade in Asia*. San Rafael, CA: Earth Aware Editions. <http://bendavies.asia/category/wildlife/>
- Ellis, Richard. 2005. *Tiger Bone & Rhino Horn: The Destruction of Wildlife for Traditional Chinese Medicine*. Washington, DC: Island Press/Shearwater Books
- Environmental Investigation Agency (EIA) and the Wildlife Protection Society of India. 2006. *Skinning the Cat: Crime and Politics of the Big Cat Skin Trade*. www.eia-international.org/skinning-the-cat
- Freeland, Chrystia. 2012. *Plutocrats: The Rise of the New Global Super-Rich and the Fall of Everyone Else*. New York: Penguin.
- Guest, Robert. 2011. *Borderless Economics: Chinese Sea Turtles, Indian Fridges and the New Fruits of Global Capitalism*. New York: Palgrave Macmillan.
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- Naim, Moises. *Illicit: How Smugglers, Traffickers and Copycats are Hijacking the Global Economy* Anchor Press.
- Neme, Laurel. 2012. *Animal Investigators: How the World's First Wildlife Forensics Lab Is Solving Crimes and Saving Endangered Species*. University Press of Florida.
- Oldfield, Sara. 2003. *Trade in Wildlife – Regulation for Conservation*. London and Sterling, VA: Earthscan. Part I. Background, Part II Systems of Regulation and Enforcement Part III., Case Studies Part IV Lessons from Illegal Trade in Other Goods
- Rademeyer, Julian. 2013. *Killing for Profit: exposing the Illegal Rhino Horn Trade*. <http://killingforprofit.com/>
- Scott, James C. 1998. *Seeing Like a State: How Certain Schemes to Improve the Human Condition Have Failed*. New Haven: Yale University Press

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- Watts, Jonathan. 2010. *When a Billion Chinese Jump: How China Will Save Mankind – or Destroy It*. London: Faber and Faber
- Yeh, Emily T. 2012. *Transnational environmentalism and entanglements of sovereignty: The tiger campaign across the Himalayas*. *Political Economy* Vol. 31 (2012) p. 408-418.

FREELAND FOUNDATION ARREST DOCUMENTS

- Agreements with ASEAN governments, other ASEAN institutions, regional centers, other governments and international organizations
 - China: China Endorsement Letter of ARREST Program
 - Ethiopia Letter of Support for ARREST Program
 - Indonesia Directorate of Investigation and Forest Protection Collaboration with Freeland Foundation
 - Laos Department of Forestry Inspection Collaboration for ARREST Program
 - Laos Diplomatic Note to Support ARREST Program
 - Letter of Agreement UNODC RC and UNEP ROAP and Traffic and Wildlife Alliance
 - Letter of Cooperation: Freeland Foundation and ASEAN Centre for Biodiversity
 - Letter of Cooperation: Freeland Foundation and ASEAN Inter-Parliamentary Assembly (AIPA)
 - Malaysia Letter of Cooperation for ARREST Program
 - Memorandum of Understanding for Support to Program Coordination Unit
 - Protected Areas and Wildlife Bureau Letter of Cooperation with Freeland Foundation
 - Vietnam: Framework Agreement Between Vietnam Environmental Administration and Freeland Foundation
- Newsletters & media
 - ARREST Newsletter (July-Sept 2012, Oct-Dec 2012, Jan-Mar 2013)
 - ARREST Turning the Corner and Racing Through a Green Light
 - Top ASEAN Lawmakers Joining Fight Against Wildlife Crime
- Partnerships with other USAID-funded projects in the region
 - USAID/Indonesia: IFACS-Freeland Closeout Report (June 2013)
- Program documents
 - ARREST Performance Management Plan (FY11-FY15)
 - ARREST Work Plan FY11 (Apr 2011-Mar 2012)
 - ARREST Work Plan FY12 (Apr-Sept 2012)
 - ARREST Work Plan FY13 (Oct 2012-Sept 2013)
 - Performance Management Plan
- Reporting documents
 - ARREST Quarterly Reports (FY11 Q3, Q4; FY12 Q1, Q2, Q3; FY13 Q1, Q2)

- Technical documents
 - iTHINK Campaign Impact Evaluation, Daniel Lindgren, Rapid Asia Co (July 2013)
 - iTHINK China: An Integrated Communications Plan to Reduce Endangered Species Consumption in China (August 2013)
 - iTHINK Vietnam: Integrated Communications and Capacity Development Strategy to Reduce Endangered Species Consumption in Vietnam (July 2013)
 - Wildlife Consumption Survey, China (June 2012)
 - Wildlife Campaign Evaluation Report, Laos (Aug 2012)
- Training documents
 - Detect Investigators Course (May 2013)

MEDIA COVERAGE OF WILDLIFE TRAFFICKING

- Gettleman, Jeffrey. "In Gabon, Lure of Ivory is Hard for Many to Resist," *New York Times*, Dec. 26, 2012.
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 - The case against Vixay Keosavang:
 - "He is the single largest known illegal wildlife trafficker in Asia," said Steven Galster, the executive director of Freeland, a counter-trafficking organization that has been trailing Mr. Vixay for eight years. "He runs an aggressive business, sourcing lucrative wild animals and body parts wherever they are easily obtained. Every country with commercially valuable wildlife should beware."
 - *Freeland* has been instrumental in building a case against Mr. Vixay, and was the source of the vast majority of the documents reviewed for this article, including business contracts and Laotian customs documents that attest to the scale of his operations. Founded in Bangkok more than a decade ago, Freeland is staffed by current and former law enforcement officials from Britain, the United States, Thailand and a number of other Asian countries, and is financed partly by the American government."

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- USAID Biodiversity Policy (DRAFT June 2013)

INFORMANTS INTERVIEWED

ARREST Evaluation - Informants Interviewed			
Name	Title	Affiliation	Gender
CHINA			
Mr. Zhang Chuzhang	Officer	Anti-Smuggling Bureau, Kunming Customs	Male
Mr. Li (Aster) Zhang	Associate Professor, Institute of Ecology	Beijing Normal University	Male
Mr. Huang Haikui	Deputy Director	Convention on International Trade in Endangered Species of Flora and Fauna (CITES) Kunming Branch Office	Male
Mr. Wan Ziming	Coordinator, China's National Inter-Agency CITES Enforcement Coordination Group	Director of the Law Enforcement and Training Division, CITES Management Authority of China, State Forestry Administration	Male
Mr. William Wachter	Third Secretary	Environment, Science, Technology and Health (ESTH) Section, US Embassy, Beijing	Male
Ms. Li Chuzhang	Director	General Administration Division, Yunnan Forestry Police Bureau	Female
Ms. Grace Ge Gabriel	Asia Director	International Fund for Animal Welfare (IFAW)	Female
Ms. Lisa Hua	Campaigns Manager	International Fund for Animal Welfare (IFAW)	Female
Ms. Crystal Wang	Program Officer	International Fund for Animal Welfare (IFAW)	Female
Ms. Scarlett Tian	Wildlife Trade Education Researcher	International Fund for Animal Welfare (IFAW)	Female

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Ms. Lisa Hua	Campaigns Manager	International Fund for Animal Welfare (IFAW)	Female
Mr. Jeff He	Communications Manager and Special Assistant to Asia Regional Director	International Fund for Animal Welfare (IFAW)	Male
Mr. Li Tao	Director	Investigation and Enforcement Division, Anti-Smuggling Bureau, Kunming Customs	Male
Ms. Li Youguo	Deputy Director	Investigation and Enforcement Division, Yunnan Forestry Police Bureau	Male
Ms. Theresa Wong	Chief Operating Officer – Metro Projects & Development	JCDecaux China	Female
Mr. Wang Hong	Director	Law and Regulation Division, Kunming Customs	Male
Mr. Adrian Ng'asi	Acting Director, USAID/China	Office of Donor Engagement, Policy, Planning, and Learning, USAID	Male
Ms. Shiwen Tu	Sponsorship Department Officer	Society of Entrepreneurs & Ecology (SEE) Foundation	Female
Mr. Meng Xianlin	Executive Director General	The Endangered Species of Wild Fauna and Flora Import and Export Management Office of P.R.C., State Forestry Administration	Male
Mr. Ma Jian	Associate Representative, China Program	The Nature Conservancy	Male
Mr. Robert Tansey	Senior Advisor, External Affairs & Policy, Northeast Asia/Greater China	The Nature Conservancy	Male

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Mr. Yue Wang	Yunnan Program Director	The Nature Conservancy	Male
Ms. Chun Li	Senior Advisor	The Nature Conservancy	Female
Mr. Yongcheng Long	Chief Scientist	The Nature Conservancy	Male
Mr. Jian Bin Shi	Director, China Programme	TRAFFIC	Male
Ms. Xu Ling	Senior Programme Officer, Wildlife Trade Issues	TRAFFIC	Female
Ms. Zheng Han	Development Program Specialist	US Embassy, Beijing	Female
Ms. May Mei	Chief Representative of China	WildAid	Female
Ms. Megan Liu	Communications Director	Wildlife Conservation Society China Program	Female
Mr. Ramacandra Wong	Project Officer	Wildlife Conservation Society China Program	Male
Ms. Xiaomei Tan	Deputy Director	World Resources Institute, China	Female
Mr. Jianyin (Jeffrey) Huang	Vice Secretary General	World Federation of Chinese Medicine Societies (WFCMS)	Male
Mr. Ziazeng Jiang	Professor	World Federation of Chinese Medicine Societies (WFCMS)	Male
Mr. Robert Shui	Program Coordinator	World Federation of Chinese Medicine Societies (WFCMS)	Male
Ms. Candice Jun Qiu	Deputy Director, Department of	World Federation of Chinese Medicine Societies	Female

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
	International Liaison, Office for World Congress of Chinese Medicine	(WFCMS)	
Ms. Shu Yan	Program Coordinator, Department of International Liaison, Office for World Congress of Chinese Medicine	World Federation of Chinese Medicine Societies (WFCMS)	Female
Mr. Youde Chang	Species Program Officer	WWF China	Male
INDONESIA			
Mr. Christoph Behrens	Integrated Expert for Capacity Development	ASEAN Inter-Parliamentary Assembly (AIPA)	Male
Ms. Ria Aritonang	Assistant Secretary General	ASEAN Inter-Parliamentary Assembly (AIPA)	Female
Ms. Poucharman Wongsanga	ASEC Senior Officer of Agriculture Industries and Natural Resources Division	Association of South East Asia Nations Secretariat	Female
Mr. Sigit Hermawan	Staff	Ministry of Forestry	Male
Mr. Yudha Baskoro	Staff	Ministry of Forestry	Male
Ms. Debby Martyr	Tiger Advisor	Flora and Fauna International	Female
Ms. Ima Rayaningtyas	Staff	Foreign Cooperation, MoF	Female
Mr. Wilistra Danny	Deputy Director	Foreign Cooperation, MoF	Male

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Ms. Chaerunissa	Program Assistant	Freeland Foundation	Female
Ms. Sih Yuniwati	Training Advisor	Indonesia Forest And Climate Support Program/IFACS	Female
Mr. Neville Kemp	Deputy Chief of Party	Indonesia Forest and Climate Support (IFACS)	Male
Ms. Exploitasia Semiawan	Deputy Director for Program and Evaluation	Ministry of Forestry	Female
Mr. Ardi Risman	Program Head Section, Directorate of Investigation and Forest Protection	Ministry of Forestry	Male
Mr. Mukhtar Amin Ahmadi	Head of Ranger and Investigator Section, Directorate of Investigation and Forest Protection	Ministry of Forestry	Male
Mr. Irwan	Quarantine Officer	Quarantine Soeta Airport	Male
Mr. Ismirza	Brigade Eagle	SPORC (Satuan Polisi Hutan Reaksi Cepat - Rapid Reaction Forest Police Unit) - Ministry of Forestry	Male
Mr. Gerald Heuett, Jr.	Director International Criminal Investigative Training Assistance Program/ICITAP Indonesia	US Department for Justice	Male
Ms. Dina Ernawati	ICITAP Program Advisor for Environment	US Department for Justice	Female
Mr. Ben Wohlauer	Deputy Economic Councilor, Chief of Environment, Science, Technology &	US Embassy	Male

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
	Health (ESTH)		
Ms. Sri Muniarti-Muniarti	Environment, Science, Technology and Health/ESTH Specialist	US Embassy	Female
Ms. Benedicta Kuspartini	Environment, Science, technology and Health/ESTH Assistant	US Embassy	Female
Ms. Jennifer Wilson	Regional Development Mission for Asia, RDMA Advisor	US Mission to ASEAN	Female
Ms. Heather D'Agnes	Environment Officer	USAID	Female
Ms. Jessica Torrens-Spence	Environment	USAID	Female
Ms. Ashley Netherton	Environment	USAID	Female
Mr. Tony Djogo	Environment Specialist	USAID	Male
Mr. Dave Heesen	Environment Advisor	USAID	Male
Ms. Aurelia Micko	Deputy Director, Environment Office	USAID	Female
Mr. Dwi Nugroho	Programme Manager	Wildlife Conservation Society (WCS)	Male
PHILIPPINES			
Mr. Rolando Inciong	Head Communication & Public Affairs	ASEAN Centre for Biodiversity	Male
Ms. Rhia C Galsim	Capacity Development Officer	ASEAN Centre for Biodiversity	Female
Mr. Nilo S Katada	Fishery Law Enforcer	Bureau of Fisheries and Aquatic Resources/BFAR	Male

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Mr. Angelito C Tabora	Fishery Law Enforcer-Quick Response Team	Bureau of Fisheries and Aquatic Resources/BFAR	Male
Mr. Capt. Pasis O Ditona	Environmental officer	Bureau of Custom	Male
Mr. Edwyn B Alesna	Foreign Trade Section	Bureau of Fisheries & Aquatic Resources/ BFAR	Male
Mr. Esteven Toledo	Wildlife Section, Protected Areas and Wildlife Bureau (PAWB)	DENR/Department of Environment and Natural Resources	Male
Mr. Larna C Dulas	Protected Areas and Wildlife Bureau (PAWB) staff	DENR/Department of Environment and Natural Resources	Male
Ms. Theresa Mundita Lim	Director PAWB	Department of Environment and Natural Resources	Female
Ms. Josefina L de Leon	Officer-in-Charge, Wildlife Resources Division, PAWB	Department of Environment and Natural Resources	Female
Ms. Belinda da La Paz	Officer in Charge	Haribon Foundation	Female
Mr. Raul G Terso	Committee Secretary, Committee on Natural Resources	House of Representatives, Philippines	Male
Mr. Marlon T Valencia	Supervising Legislative, Staff Officer 2	House of Representatives, Philippines	Male
Mr. Archie Valeriano	Supervising Legislative, Staff Officer 1	House of Representatives, Philippines	Male
Ms. Lourdes Rajini Rye	Deputy Executive Director	Inter-Parliamentary Relations and Special Affairs Department (IPRSAD)	Female

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Mr. Rommel M Reyes	Committee Secretary, Special Committee on Reforestation SLSO II, Committee on Ecology	Inter-Parliamentary Relations and Special Affairs Department (IPRSAD)	Male
Mr. Virglio S Palpal-latoe	Curator 2, Zoology Section	National Museum	Male
Mr. Perry Archival Buenaente	Curator Entomology Section	National Museum	Male
Ms. Luz Corpus	Convention on International Trade in Endangered Species (CITES) Management Unit	PAWB/Protected Areas and Wildlife Bureau	Female
Ms. Ipat Luna	Attorney	Tanggol Kalikasang NGO	Female
Mr. Heath Bailey	Economic Officer ESTH	US Embassy	Male
Ms. Maria Theresia N Villa	ESTH &Energy Specialist	US Embassy	Female
Mr. Randy Vinluan	Sustainable landscape Specialist, Office of Environment, Energy and Climate Change	USAID	Male
Mr. Oliver Agoncillo	NRB Team Leader	USAID	Male
Mr. John Collanta	M&E Specialist	USAID	Male
Mr. Roger Carlson	Acting Deputy Mission Director	USAID	Male
Ms. Cristina Velez	Acting Office Director	USAID	Female

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Mr. Gregg Ryan	IEC Specialist	WWF Philippines	Male
THAILAND			
Mr. Marc Suranartyuth	Advisor on Law Enforcement Extension Office (LEEO)	ASEAN-Wildlife Enforcement Network (ASEAN-WEN)	Male
Mr. Chrisgel Ryan Ang Cruz	Assistant Senior Officer	ASEAN-Wildlife Enforcement Network (ASEAN-WEN) Program Coordination Unit	Male
Mr. Manop Lauprasert	Senior Officer	ASEAN-Wildlife Enforcement Network (ASEAN-WEN) Program Coordination Unit	Male
Ms. Piyaporn Wongruang	Journalist	Bangkok Post	Female
Mr. Athapol Charoenshunsa	Forestry Technical Officer, Senior Professional Level, Forest Protection and Fire Control	Department of National Parks, Wildlife and Plant Conservation	Male
Mr. Joseph Bagga-Taves	Thailand Environment, Science, Technology and Health(ESTH) Officer	Economic Section US Embassy, Bangkok	Male
Mr. Steve Galster	Executive Director and Chief of Party, ARREST	Freeland Foundation	Male
Mr. Liu Ning	Deputy Director and Deputy Chief of Party, ARREST	Freeland Foundation	Male
Mr. Mark Bowman	Director of Field Operations	Freeland Foundation	Male

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Ms. Bussara Tirakalyanapan	Senior Research and Development Officer	Freeland Foundation	Female
Mr. Brian Gonzales	Head of Program Reporting and Monitoring/ASEAN-WEN Liaison Officer	Freeland Foundation	Male
Ms. Siwaporn Teerawichitchainan	Communications Director	Freeland Foundation	Female
Ms. Onkuri Majumdar	Senior Program Officer (SA-WEN)	Freeland Foundation	Female
Mr. Kraisaak Choonhavan	Chairman	Freeland Foundation	Male
Mr. Tim Redford	Training Coordinator	Freeland Foundation	Male
Mr. Timothy York	Deputy Attaché, Homeland Security Investigations	Immigration and Customs Enforcement (ICE), Department of Homeland Security US Embassy, Bangkok	Male
Mr. Jeff Silk	Director	International Law Enforcement Academy, Bangkok (State/INL)	Male
Mr. Vatanarak Suranartyuth	Police Lieutenant, Advisor on Land, Natural Resources and Environment	INTERPOL, Bangkok	Male
Mr. Nuwat	Superintendent	Pangsida National Park	Male
Mr. Wisak	Superintendent	Pangsida National Park	Male
Mr. Thanatchon Kengkasikij	Deputy Superintendent of Interpol sub-division, Foreign Affairs Division	Royal Thai Police	Male

ARREST Evaluation - Informants Interviewed

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Mr. Sasin Chalerplarp	Director	Sueb Nakhasatien Foundation	Male
Mr. Thewin Meesap	Superintendent	Thaplan National Park	Male
Mr. Jompang Hoinkinh	Forest Ranger	Thaplan National Park	Male
Mr. Sarawut Jandachot	Forest Ranger	Thaplan National Park	Male
Mr. Morakot Posri	Forest Ranger	Thaplan National Park	Male
Mr. Chalao Kotat	Forest Ranger	Thaplan National Park	Male
Mr. James Compton	Regional Director, Asia	TRAFFIC	Male
Ms. Panjit Tansom	Program Officer	TRAFFIC, Southeast Asia Thailand Office	Female
Mr. Ali Jalili	Director, International Narcotics and Law Enforcement (INL)	US Embassy, Bangkok	Male
Mr. Rick Switzer	Regional ESTH Officer, East Asia Hub	US Embassy, Bangkok	Male
Mr. Matthew Kustel	Political-Economic Officer (covers ESTH issues)	US Embassy, Vientiane, Laos	Male
Ms. Teresa Leonardo	Regional Science & Technology Advisor	USAID RDMA	Female
Mr. David Roberts	LMI Coordinator	USAID RDMA	Male
Mr. Michael Yates	Mission Director	USAID RDMA	Male
Mr. Ian Robertson	Regional Legal Advisor (RLA)	USAID RDMA	Male
Ms. Sudarat	Regional Animal Health Advisor	USAID RDMA	Female

ARREST Evaluation - Informants Interviewed

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Damrongwatanapokin			
Mr. Dan Schar	Regional Emerging Infectious Diseases Advisor	USAID RDMA	Male
Mr. Chris Galm	Documentation and Communications (DOCS)	USAID RDMA	Male
Mr. Alfred Nakatsuma	Director, Regional Environment Office	USAID RDMA	Male
Ms. Patty Alleman	Gender Advisor	USAID RDMA	Female
Mr. Michael Silberman	Regional Alliance Builder	USAID RDMA	Male
Ms. Mahin Rashid	Documentation & Communications	USAID RDMA, (TDY from USAID/Bangladesh)	Female
Ms. Karittha "Apple" Jenchiewchen	CO/AO Procurement	USAID RDMA, Contracts	Female
Ms. Piyanate Chaoomchaisiri	Analyst	USAID RDMA, Office of Financial Management	Female
Ms. Phaweena Sitathani	Analyst	USAID RDMA, Office of Financial Management	Female
Ms. Shirley Hoffman	Program Officer	USAID RDMA, Program Office	Female
Mr. Jedsada Taweekan	Program Development Specialist	USAID RDMA, Program Office	Male
Mr. Apichai Thirathon	Environment Officer (ARREST and ASEAN-WEN Support Projects) Retired	USAID RDMA, Regional Environment Office (REO)	Male

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Mr. Barry Flaming	Regional Biodiversity Conservation Advisor	USAID RDMA, Regional Environment Office (REO)	Male
Ms. Suphasuk "Bird" Pradubsuk	Program Development Specialist and ARREST Alternate AOR	USAID RDMA, Regional Environment Office (REO)	Female
Ms. Juniper Neill	Deputy Office Director, Regional Environment Office	USAID RDMA, Regional Environment Office (REO)	Female
Ms. Danielle Tedesco	Natural Resources Management Officer and ARREST AOR	USAID RDMA, Regional Environment Office (REO)	Female
Ms. Supattira (Ke) Rodboontham	Strategic Information Specialist and ARREST COR	USAID RDMA, Regional Environment Office (REO)	Female
Mr. Thomas D'Agnes	Director	USAID/Laos	Male
Mr. Petch Manopawitr	Conservation Program Manager	WWF Thailand	Male
UNITED STATES			
Ms. Mary Melnyk	Environment Team Leader	Asia and Middle East Bureaus, USAID	Female
Ms. Hannah Fairbank	Senior Biodiversity and Natural Resources Advisor	Forestry and Biodiversity Office, Bureau for Economic Growth, Education, and Environment (E3), USAID	Female
Ms. Mary Rowen	Biodiversity Advisor	Forestry and Biodiversity Office, Bureau for Economic Growth, Education, and Environment (E3), USAID	Female

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Mr. David Higgins	Manager, Environmental Crimes Program	INTERPOL	Male
Ms. Rowena Watson	Foreign Affairs Officer	Office of Conservation and Water (ECW), Bureau of Oceans and International Environmental and Scientific Affairs (OES), U.S. Department of State	Female
Ms. Megan Hill	Natural Resources Management Specialist	Office of Land Tenure and Resources Management, Bureau for Economic Growth, Education, and Environment (E3), USAID	Female
Mr. Kevin Garlick	Special Agent	US Fish and Wildlife Service (USFWS)	Male
Mr. Fred Bagley	Senior Wildlife Biologist	US Fish and Wildlife Service (USFWS)	Male
Mr. Phil Alegranti	Special Agent	US Fish and Wildlife Service (USFWS)	Male
Mr. Ed Newcomer	Special Agent	US Fish and Wildlife Service (USFWS)	Male
Ms. Cynthia Mackie	Director, Asia-Pacific Region	US Forest Service	Female
Ms. Beth Lebow	Program Manager, Asia-Pacific Region	US Forest Service	Female
Ms. Shelley Gardner	Illegal Logging Program Coordinator	US Forest Service	Female
Ms. Darcy Nelson	China and Mekong Coordinator	US Forest Service	Female
Ms. Mary Rowen	Forestry & Biodiversity Team	USAID	Female
VIETNAM			
Ms. Hoang Thi Thanh	Deputy Director	Biodiversity Conservation Agency (BCA), Vietnam Environment Administration (VEA), Ministry of	Female

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Nhan		Natural Resources and Environment (MoNRE)	
Ms. Van Anh Nguyen Thi	Project Director, Wildlife Consumption Project (GEF)	Biodiversity Conservation Agency (BCA), Vietnam Environment Administration (VEA), Ministry of Natural Resources and Environment (MoNRE)	Female
Mr. Dan Rathburn	Project Director, Support for Trade Acceleration Project (STAR PLUS)	Development Alternatives, Inc. (DAI)	Male
Mr. Do Quang Tung	Coordinator of Vietnam Wildlife Enforcement Network (VN-WEN)	Director, Vietnam CITES Management Authority, Forestry Administration, Ministry of Agriculture and Rural Development	Male
Mr. Nguyen Viet Khanh	Lieutenant	Division of Crime Prevention on Trade, Importing and Exporting of Goods, Viet Nam Environmental Crime Police Department, Ministry of Public Security of Viet Nam	Male
Mr. Doug Hendrie	Senior Technical Advisor	Education for Nature, Vietnam (ENV)	Male
Ms. Nguyen Thi Phuong Dung	Vice Director	Education for Nature, Vietnam (ENV)	Female
Mr. Tran Viet Hung	Vice Director	Education for Nature, Vietnam (ENV)	Male
Mr. Eric Frater	Chief Environment, Science, Technology, and Health (ESTH) Section	US Embassy, Hanoi	Male
Ms. Thanh Tu Nguyen	Assistant Environment, Science, Technology, and Health (ESTH) Section	US Embassy, Hanoi	Female

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Ms. Veronica Lee	Environment Officer	Office of Environment and Social Development, USAID/Vietnam	Female
Ms. Rosario "Chato" Calderon	Senior Climate Change Advisor	Office of Environment and Social Development, USAID/Vietnam	Female
Ms. Oanh Kim Thuy	Infectious Diseases Advisor	Office of Public Health, USAID/Vietnam	Female
Ms. Naomi Doak	Coordinator	TRAFFIC Southeast Asia, Greater Mekong Programme	Female
Mr. Pepper Trail	Senior Forensic Scientist, Ornithologist	US Fish and Wildlife Service (USFWS)	Male
Ms. Kristin Bork	Deputy Director, Office of Health	USAID/Vietnam	Female
Mr. Vuong Tien Manh	Scientific and Cooperation Officer	Vietnam CITES Management Authority, Forestry Administration, Ministry of Agriculture and Rural Development	Male
Ms. Amanda Fine	Associate Director, Health Asia	Wildlife Conservation Society (WCS)	Female
Mr. Scott Robertson	Country Representative	Wildlife Conservation Society (WCS)	Male
Ms. Anjali Acharya	Environment Cluster Leader	World Bank	Female
Ms. Nguyen Dao Ngoc Van	Policy and Advocacy	WWF Vietnam	Female
Mr. Dung Huynh Tien	Conservation Programme Manager	WWF Vietnam	Male
OTHER			

ARREST Evaluation - Informants Interviewed

Name	Title	Affiliation	Gender
Mr. James Compton	Regional Director, Asia	TRAFFIC, Australia	Male
Mr. David Higgins	Manager, Environmental Crimes Program	INTERPOL, France	Male

ANNEX IV: EVIDENCE MATRIX

EVALUATION QUESTION	DATA COLLECTION METHODS	DATA SOURCES
<p>Demand Reduction and Awareness Raising</p> <p>1. To what extent have demand reduction and awareness raising activities been successful at reducing demand for illegal wildlife and wildlife products?</p>	<ul style="list-style-type: none"> • Document Review • Key Informant Interviews 	<p>Donor/USG Partners:</p> <ul style="list-style-type: none"> • USAID/RDMA, DoS <p>Implementers:</p> <ul style="list-style-type: none"> • Freeland Foundation, IFAW, ENV • J. Walter Thompson, AsiaWorks <p>Beneficiaries:</p> <ul style="list-style-type: none"> • ASEAN governments, civil society <p>External Actors:</p> <ul style="list-style-type: none"> • TRAFFIC, WCS, WWF, TNC, WildAid, media
<p>Law Enforcement Capacity Building</p> <p>2. To what extent has law enforcement capacity building been institutionalized and improved anti-poaching and anti-trafficking efforts within ASEAN-WEN countries and regionally?</p>	<ul style="list-style-type: none"> • Document Review • Key Informant Interviews • Survey 	<p>Donor/USG Partners:</p> <ul style="list-style-type: none"> • USAID/RDMA, DoS, DOJ, USFWS, DHS <p>Implementers:</p> <ul style="list-style-type: none"> • Freeland Foundation <p>Beneficiaries:</p> <ul style="list-style-type: none"> • ASEAN-WEN PCU, National WENs • Protected area rangers, law enforcement personnel and officials, customs authorities <p>External Actors:</p> <ul style="list-style-type: none"> • CITES, NGOs
<p>Sustainability, Partnerships, and Learning</p> <p>3. To what extent has the program met sustainability objectives set forth in the agreement and work plans regarding:</p> <p>a. ASEAN-WEN and PCU</p>	<ul style="list-style-type: none"> • Document Review • Key Informant Interviews • Survey 	<p>Donor/USG Partners:</p> <ul style="list-style-type: none"> • USAID/RDMA, DoS, DOJ, USFWS, USFS, U.S. Mission to ASEAN <p>Implementers:</p> <ul style="list-style-type: none"> • Freeland Foundation • ASEAN Centre for Biodiversity

<p>sustainable financing;</p> <p>b. Regional and trans-regional partnerships (e.g., between ASEAN-WEN and INTERPOL, CITES, WCO, UNODC), including private sector partnerships;</p> <p>c. Learning exchanges (e.g., training, special investigation groups (SIGs), information exchanges, secondments); and</p> <p>d. The strengthening of regional centers of excellence?</p>		<p>Beneficiaries:</p> <ul style="list-style-type: none"> • ASEAN-WEN PCU • National WENs <p>External Actors:</p> <ul style="list-style-type: none"> • CITES, AIPA, ASEAN Secretariat
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ANNEX V: POTENTIAL CONTRIBUTIONS OF BEHAVIOR CHANGE COMMUNICATION (BCC) TO ARREST: RATIONALE AND PROPOSED NEXT STEPS¹⁸

WHAT IS BEHAVIOR CHANGE COMMUNICATION?

Behavior change communication (BCC) is a process for strategic use of communication to promote and sustain changes in behaviors in individuals, communities and/or societies through participatory processes. BCC is different from ordinary instructional methods of education and/or the information, education and communication (IEC), and is target-specific. A society consists of many sub-groups, and therefore, the BCC strategy will vary from group to group. Providing people with information and teaching them how they should behave (cognitive intervention) does not necessarily lead to desirable change in their response/behavior or, if it does, it might not be sustainable. However, when there is a supportive environment with dissemination of tailored information and communication, a desirable change in the behavior of the target group can be more promising. An effective BCC intervention requires a strategic planning/design derived from a thorough understanding of factors or determinants influencing the behavior.

“Those who promote positive change most effectively are not those who provide a new set of answers, but those who allow a new set of questions.”

Community Mobilization and Primary Prevention, Prevent Connect Project¹

A number of behavior change theories^{19,20} have been developed and widely utilized especially in the public health arena. The theories have continuously been evolving and moving from linear cognitive characteristics such as KAP (Knowledge, Attitude and Practices) and Stages of Change Models to more emphasis on the interdependence of cognitive, environmental setting and life domains such as Health Belief Model, Social Changing Theory, PRECEDE/PROCEED Framework and Ecological Model to promote sustainable changes towards healthier behaviors and lifestyles. These have proved to be effective interventions to promote positive behaviors that are appropriate to different settings and different target groups, and can be applied to other development sectors. Different BCC models/approaches address different challenges. However, in general, BCC encompasses three key elements: communication strategy, community

¹⁸ Prepared by Nigoon Jitthai (RDMA), Megan Hill (E3) and George F. Taylor II.

¹⁹ Karen Glanz, et al. *Health Behavior and Health Education: Theory, research, and practice*. 2nd Edition. Jossey-Bass Publishers. San Francisco, USA. 1997.

²⁰ Lucie Richard, Lise Gauvin and Kim Raine. Ecological Models Revisited: Their Uses and Evolution in Health Promotion Over Two Decades. *Annu. Rev. Public. Health*. 2011. 32:307-26.

mobilization and advocacy. When appropriately woven together, they not only improve awareness and promote positive behaviors but also provide a supportive environment that enable people to initiate and sustain these positive behaviors.

Communication Strategy

Evidence-based communication strategy is an essential pillar for an effective BCC intervention. That said, it is unrealistic to expect that communication strategy alone will change people's behaviors. Messages, means and methods to deliver the messages and ways to monitor and evaluate effectiveness of the strategy must be derived from a thorough formative research and behavior analysis for each target group. The messages should emphasize the missing KAP among target groups that are directly linked to the intended behavior change, along with options for different target groups and settings. Several types of IEC tools/materials can be applied as strategic communication means for different types of interventions for different target groups. For example, a campaign through audio-visual aid tools such as posters, pamphlets and radio/television spots could be attractive tools to disseminate information or key messages to a large public audience, but the tools themselves are less likely to be effective in terms of behavior change. They may be useful in reminding people of the key messages, as they tend to provide short messages, but they often lack a description or rationale behind the messages as well as a focus on specific groups that the interventions intend to target. Stories, dramas and plays can present role models for behavior changes. Individual or group discussions tend to be more effective, as they provide opportunities for the target groups to plan for action/solution, while peer support groups provide encouragement to adapt new behaviors. However, the discussion and peer support groups are labor-intensive and require a certain level of communication and facilitation skills among implementers. Usually, a combination of different means is required to ensure appropriate reach to different types of target audiences such as using audio-visual aid tools or plays as an entry point to follow-up discussions on the planned behavior change.

Community Mobilization

Community mobilization is a process of bringing together and empowering members of the community from various sectors to raise awareness, address barriers and elevate demand for a particular development program or intervention. It is an attempt to bring both human and non-human resources together to promote ownership in undertaking actions to achieve sustainable development. The actions are stimulated by a community itself, or by others, that are planned, carried out and evaluated by a community's individuals, groups and organizations on a participatory and sustained basis to improve the issues of concern in the community. It is also considered a democratic and rights-based approach as it helps communities to identify their own needs and to respond to those needs. Community mobilization is particularly useful when the recommended behaviors may conflict with their beliefs/norms or be seen as a threat to their lives and/or livelihood. However, it is important to note that the notion of "community" does not necessarily refer to villages or towns but also other forms of formal/informal organized bodies/entities.

It is also important to note that the goal of community mobilization is not to educate or provide a service to a community but rather to empower communities to recognize problems and find ways to address them. Meetings/discussions and campaigns are common approaches for community mobilization. A thorough understanding of the target communities through an assessment, community and stakeholder mapping or other exercises is essential for developing appropriate approaches for community mobilization. A key challenge in implementing community mobilization is that it is a mix of structure and the unknown that could be difficult to manage and requires a highly skilled facilitator who has good relationships with the target communities.

Advocacy

Advocacy is a political process that aims to influence policy and resource allocation decisions within political, economic and social systems and institutions. It includes a range of strategies designed to involve people in influencing decision making at the local, national and international levels. It usually involves strategic planning, community mobilization, capacity strengthening, coalition building and the promotion of changed policies and environments. Effective advocacy should create an environment for cumulative change beyond the level of the individual. The presence of a large group of advocates presents an ideal situation with the potential to build on an already positive mindset. However, advocacy efforts should have a clearly defined objective and plan that are derived from a thorough analysis such as policy and stakeholder mapping and policy implementation assessment.

Advocacy can include many formal/informal activities that a person or organization can undertake at different levels, from the grassroots to the global. The phenomena of transnational issues such as pandemic infectious diseases as well as regionalization and globalization draw special attention to advocacy beyond the national level. Advocacy may be conducted through an advocate or a group of advocates, such as lobbying that is a form of advocacy where a direct approach is made to legislators on an issue. It may also be conducted through people's participation or through civil society organizations that play a significant role in modern politics. Some commonly used means for advocacy are media²¹/social media campaigns, public speaking and policy briefs or other types of documentation.

²¹ Jerningan, D.H. and Wright, P. "Media advocacy: lessons from community experiences". *Journal of Public Health Policy*. 1996. 17(3):306–330.

ENVIRONMENTAL BEHAVIOR CHANGE AT USAID: EXAMPLES AND RESOURCES

The purpose of this section is to highlight examples of environmental social marketing and social change programming supported by USAID around the world. These examples are by no means exhaustive—many programs include aspects of social marketing, especially in integrated programming for health and agriculture, as well as in the use of internet communication technology (ICT) such as mobile banking programming. The document also includes a list of resources on the web for further information on planning and implementing social marketing campaigns.

Examples of USAID Environment Programs Using Social Marketing

1. *Callaloo*, a radio serial drama implemented by PCI Media Impact in the Caribbean

<http://mediainpact.org/production/callaloo/>

Callaloo is a locally-written and produced radio serial drama that depicts characters facing troubling changes and decisions relating to pressing issues of personal health and the health of their surrounding environment—issues that individuals living throughout the Caribbean are facing in their everyday lives.

This serial radio drama is a component of PCI Media Impact's larger *My Island—My Community* communications program. As a strategic "Communications for Behavior Change" program, this program uses the Callaloo radio serial dramas accompanied by radio call-in shows and community mobilization campaigns to build knowledge, shift attitudes and change behaviors of its audience members around critical issues the Caribbean is facing. The three target issues are: 1) increasing resilience to climate change in coastal communities by promoting natural solutions; 2) conserving biodiversity by improving solid waste management practices; and 3) reducing HIV infection rates (particularly among youths) while increasing good practices relating to sexual and reproductive health.

2. *Public Action for the Environment Project (PAP)*, Jordan

<http://www.jordanpap.com/en/content/who-we-are>

The PAP Project is a public education and behavior change project in Jordan funded by USAID to support technical and policy investments in the Water and Energy sectors. PAP is implemented by ECODIT, a US-based consulting firm.

PAP's role is to help Jordanians better manage their scarce resources by providing competitive grants to the private sector and NGOs to encourage the general public to take small steps in conserving water and energy, and to provide guidance to large consumers to improve their efficiency while also reducing their costs.

The PAP approach differs from most projects because it uses a systematic and tested methodology to target specific behaviors that either need to be changed or need to be added to improve impact on the resource. But, in either case, it is the change in consumer behavior

that PAP considers its indicator of success. PAP does this by placing the consumer in the forefront of our effort, understanding as much as we can about a consumer's motivations and willingness to accept the changes.

3. Global Fish Alliance (G-FISH) (Honduras, Cambodia, Mozambique, Nicaragua) and the SCALE methodology systems approach to achieving social change

<http://www.globalfishalliance.org/activities.html>

The Global Fish Alliance promotes sustainable fisheries and aquaculture practices through the application of a system-wide approach that balances economic, environmental, governmental and social components essential to enhancing livelihoods and biodiversity. Supported by the U.S. Government and partners, G-FISH brings together government, private sector and civil society to work collaboratively on specific fisheries around the world.

Reforming fisheries requires strong local engagement of the stakeholders involved in the value chain to ensure a locally-driven and -owned process. A systems approach to fisheries can improve the impact of development assistance to the sector by identifying and targeting the key leverages points with appropriate technical assistance, from changing individual and stakeholder group behaviors to strengthening institutions to changing economic incentives.

Over the last 15 years, FHI 360 has developed and refined a systems approach to social change, the **System-wide Collaborative Action for Livelihoods and the Environment (SCALE)** approach. SCALE is a communications-driven management approach that results in greater impact at scale, creating social capital, strengthening governance and increasing sustainable economic growth and livelihoods. This innovative approach provides all stakeholders with a common road map to identify resources within the system, focus on gaps in technical expertise and evaluate, initiate and implement system-wide collaboration for wide-scale impact. To better ensure a sustainable systematic solution, a project must engage all individuals and organizations that have a vested interest in fisheries. The end result is that stakeholders become committed to implementing action plans created together and sharing resources, thus translating ownership of the issue into local leadership structures. G-FISH seeks to empower people to become the drivers of their own development process by strengthening their capacity for informed decision making and sustainable, collaborative action.

A complete set of documents on the SCALE methodology and its uses in other parts of the world to mobilize social change on other environmental topics (Kenya, working with cattle grazers, and in Morocco, working with native plants and the botanical industry) can be found at:

<http://rmportal.net/library/content/usaids-scale-collection/complete-set-of-scale-content-on-the-rm-portal>

An online tutorial introducing the basics steps of the SCALE methodology is available at:

<http://lms.rmportal.net/>

4. The WASHPlus Program

<http://www.washplus.org/>

The WASHplus project supports healthy households and communities by creating and delivering interventions that lead to improvements in access, practices and health outcomes related to water supply, sanitation and hygiene (WASH) and indoor air pollution (IAP). This five-year project (2010- 2015), funded through USAID's Bureau for Global Health (AID-OAA-A-10-00040) and led by FHI 360 in partnership with CARE and Winrock International, provides program implementation and technical assistance and uses integrated approaches to reduce diarrheal diseases and acute respiratory infections, the top two global killers of children under five years of age. WASHplus can integrate WASH and IAP activities into existing education, HIV/AIDS, maternal and child health and nutrition programs and builds strong in-country partnerships to increase impact. In addition, WASHplus is charged with promoting innovation in the WASH and IAP sectors.

5. The Health Communication Capacity Collaborative (HC3) Project

<http://www.jhuccp.org/whatwedo/projects/health-communication-capacity-collaborative-hc3>

The Health Communication Capacity Collaborative (HC3), a five-year project funded by USAID, envisions a world where health communication is transformative. Led by Center for Communication Programs (CCP) in partnership with Management Sciences for Health (MSH) and NetHope, with specialized communication partners Internews, Population Services International (PSI) and Ogilvy Public Relations, HC3 will strengthen in-country capacity to implement state-of-the-art health communication in order to ensure the sustainability of evidence-based behavior change programming. The HC3 project can receive funding from any USAID account and environmental behavior change is included in the program's scope.

RECOMMENDATIONS FOR ARREST

The mid-term evaluation of the ARREST project has recommended a re-think of the Demand Reduction and Awareness Raising component of the project with increased emphasis on demand reduction and particular attention to behavior change communication. It has recommended that Freeland work with BCC experts on this re-think and that the ARREST communications team be augmented with a BCC expert.



Figure 4 Illustrative Sample of Application of BCC Framework to Illegal Wildlife Trade/Trafficking Project

BCC strategy can support projects related to wildlife trade/trafficking, including supporting the ARREST Project to achieve its objectives. Figure 4 presents an *illustrative* sample of how BCC principles could be applied to illegal wildlife trade/trafficking–related projects, not only for demand reduction but also for supply reduction and enhancing law and enforcement.

In order for the targeted groups to change their behaviors, they need to understand the issue, develop favorable attitudes towards positive behaviors and master skills for changing behaviors. Based upon the illustrative BCC Framework in Figure 4, below are key steps for making a BCC intervention a successful one.

Understanding the targeted groups and the environment/circumstance around the issues

Conduct a rigorous analysis to try to understand at least:

- Who the consumers and suppliers of wildlife products are, what drives people to demand and/or supply the products and what the supports and obstacles are for their behavior changes. This should also include understanding their socio-demographic status, which can help foster a more appropriate intervention that the targeted groups can afford;
- Where or which communities to target, and who the key players in the communities are;
- What are the supportive/non-supportive policies and how can the existing policies that are supportive be enforced; and
- What types of communications are available and accessed by the targeted groups. This should also include their favorite entertainment and how they spend their free time to determine the most accessible communication means among different targeted groups.

Develop an evidence-based intervention and tools/materials

Empirical data obtained from the analysis should be used in the intervention designs. Accordingly, “targeted” interventions may be required for certain target groups/purposes, while a broader general “non-targeted” awareness campaign may be more appropriate for other groups/purposes. Tools/materials to be used in the interventions need to be pretested and modified. The processes may need to be repeated several times until the accuracy, clearness and appropriateness of the tools/materials can be ensured. Extra caution is required for billboards, posters or other types of visual-aid tools with very short message, as they may look attractive but could be misleading because they can be prone to different interpretations.

Implement and manage the intervention

It is critical that the implementation follow the design. With strong evidence-based design, only minor adjustments should be required during the implementation unless the situation has changed from the time of the design. Staff must be trained/retrained on how to deliver the messages, how to select appropriate tools/materials for different settings and how to interact with the target groups in different circumstances. Strong management and oversight of the implementation is critical to ensuring that a well-thought-out design can lead to the expected results. The intervention must also be implemented regularly, at a sufficient scale and with long enough duration to ensure the end result of behavior change, rather than only information dissemination.

Monitor and evaluate the intervention

A well planned monitoring should be conducted not only for the implementation of the intervention but also the situation/circumstance surrounding the issue of concern. This will allow for timely correction if the implementation did not go according to plan and/or for adjustments in the intervention if the situation has changed. Robust evaluation research should be planned up front to generate empirical data. Both monitoring and evaluation data should be used to revisit the strategy/intervention design and react accordingly.

Selected Available Resources

Globally, there are many organizations/institutions specialized on communication strategy. Table 4 presents a list of selected USAID implementing partners in the health and population fields with BCC-related expertise that also have a presence and/or programs being implemented in Asia. It is highly recommended that their expertise be sought out to assist the Freeland Foundation in adding a BCC approach in order to enhance ARREST’s impacts over the remaining years of the project.

Table 4: Selected USAID with BCC-Related Expertise

Organization	Expertise	Contact Person	Location	Note
Family Health International (FHI 360) http://www.fhi360.org	Strategic Behavior Change	Matt Avery Strategic Behavioral Communication Officer (mavery@fhi360.org)	Asia-Pacific Regional Office, Bangkok, Thailand	<ul style="list-style-type: none"> Many strategy and the “how to” tools are available on-line at: http://www.globalhealthcommunication.org/strategies Also operates in China but the BCC person is based in Bangkok
		Caroline Francis Deputy Country Director (cfrancis@fhi360.org)	Vietnam Country Office, Hanoi, Vietnam	
Population Service International (PSI) http://www.psi.org	Social Marketing	David Valentine	Bangkok, Thailand	<ul style="list-style-type: none"> Currently in Burma but will relocate to Bangkok soon.
		Truong Dinh Linh chi (chidinh@psi.org.vn)	Hanoi, Vietnam	
Health Policy Project (Implemented by the Futures Group) http://www.healthpolicyproject.com	Policy Advocacy	Felicity Young (fyoung@hpi-asia.rti.org)	Bangkok, Thailand	<ul style="list-style-type: none"> Soon to close out Bangkok office and will be based in Brisbane, Australia The work in Asia is implemented by Research Triangle International (RTI) as a subcontract to the Futures Group.
Health Policy Initiative (Implemented by Abt Associates Inc) http://www.healthpolicyinitiative.com	Policy Advocacy	Tran Minh Gioi Chief of Party (Gioi@abtn.com)	Hanoi, Vietnam	<ul style="list-style-type: none"> Some tools on how to move from policy to action are available online

Environmental Behavior Change at USAID: Resources

Social Marketing Resources on the Web

Making Health Communication Programs Work, also known as “*The Pink Book*”, National Cancer Institute <http://www.cancer.gov/cancertopics/cancerlibrary/pinkbook/page2>

This is an excellent reference on social marketing communications campaign theory and planning. While focused on health communications, its content is relevant for any field.

Community-based Social Marketing: Douglas McKenzie-Mohr
<http://www.cbsm.com/public/world.lasso>

This site provides case studies of environmental social marketing campaigns, a resource library of journal articles, training opportunities and content from his book, *Fostering Sustainable Behavior*, an excellent introduction to environmental behavior change topics.

Social Marketing to Protect the Environment, Douglas McKenzie-Mohr, Nancy Lee, P. Wesley Shultze and Philip Kotler

<http://www.amazon.com/Social-Marketing-Protect-Environment-Works/dp/1412991293>

This is an excellent text on environmental behavior change, including examples of campaigns from around the world.

http://www.amazon.com/Conservation-Psychology-Understanding-Promoting-Nature/dp/1405176784/ref=pd_sim_b_3/182-7344237-0535235

Discovering the Activation Point, Communications Leadership Institute and Spitfire Strategies

<http://www.activationpoint.org/>

This website and guide is an excellent resource for communications campaign planning, focusing on how to inspire and persuade people to act.

Conservation Psychology: Understanding and Promoting Human Care for Nature, Susan Clayton

http://www.amazon.com/Conservation-Psychology-Understanding-Promoting-Nature/dp/1405176784/ref=pd_sim_b_3/182-7344237-0535235

Excellent text on understanding how humans think about, experience and interact with nature, all critical aspects to understanding human attitudes and behaviors.

The Basics of Social Marketing, The Turning Point Collaborative

http://www.turningpointprogram.org/Pages/pdfs/social_market/smc_basics.pdf

This guide is an excellent resource for an introduction to planning a social marketing campaign.

CDCynergy Social Marketing Edition Version 2
<http://www.orau.gov/cdcynergy/soc2web/default.htm>

This interactive CD ROM-based software will help you plan, implement and evaluate social marketing initiatives. It contains over 700 resources, such as consultant videos, best-practice case studies, templates and journal articles. While developed for health communications campaigns, its content is relevant for any social marketing topic.

Environmental organizations working on demand reduction using behavior change communication

Two groups that have experience using BCC in their programs are IFAW and TRAFFIC.

At IFAW, the key contact is Kelvin Ailie. <http://www.ifaw.org/united-states/about-us/wildlife-trade/kelvin-alie>

At TRAFFIC, contacts include James Compton (james.compton@traffic.org) and Sabri Zain.

TRAFFIC's current work using a BCC approach is focused on China and Vietnam. TRAFFIC's broader work, linked to the Global Tiger Initiative, is described in the following documents:

TRAFFIC. 2012. Sabri Zain. *Behaviour Change We Can Believe In: Towards a Global Demand Reduction Strategy for Tigers*. TRAFFIC International.

http://www.traffic.org/species-reports/traffic_species_mammals71.pdf

TRAFFIC 2012. *Towards a Global Demand Reduction Strategy for Tigers*. Presentation at the Global Tiger Initiative 1st Stocktaking Meeting. New Delhi May 2012.

http://www.globaltigerinitiative2013.org/site/wp-content/uploads/2012/07/Global_Demand_Reduction.pdf

TRAFFIC. 2011. *Creative Experts' Meeting on Messaging to Reduce Consumer Demand for Tigers and Other Endangered Wildlife Species in Vietnam and China. Hong Kong, 22-23 November 2011: Meeting Report*. www.traffic.org/general-reports/traffic_pub_gen47.pdf

ANNEX VI: LOOKING FORWARD (2013–2016)

In this Annex the Evaluation Team presents a limited number of additional thoughts that the Team believes deserve consideration to increase the impact of ARREST during its remaining three years and lay the groundwork for future RDMA and broader USG programs to address illegal wildlife trafficking in the region. The Team discusses these matters, reaches appropriate conclusions and makes selected recommendations for RDMA's consideration.

"...If there is any hope for the world at all, it does not live in climate change conference rooms or in cities with tall buildings. It lives low to the ground, with its arms around the people who go to battle every day to protect their forests, their mountains and their rivers because they know that the forests, the mountains and the rivers protect them."

DEMAND REDUCTION AND AWARENESS RAISING

The Evaluation Team has included its recommendations for work on Demand Reduction and Awareness Raising for the remaining years of ARREST in the body of the report. Of these recommendations, the Team believes the most important recommendation to be the incorporation of BCC into this component of ARREST. Additional thoughts from the Team on this topic have been presented in Annex V.

LAW ENFORCEMENT CAPACITY BUILDING

Discussion

Local Community Involvement in Law Enforcement and Outreach

A number of NGOs, LE officials and USG officials who were interviewed, specifically in Indonesia, the Philippines and Thailand, indicated the need for more local community involvement and training in LE activities, especially in those rural areas where much of the poaching and other illegal trafficking activities are actually taking place. Identifying and prioritizing so-called "hotspots," as they are commonly referred to, would help to target specific areas and communities for more intensive law enforcement (and outreach) efforts, and would include such areas as those where there are existing concentrations of endangered species vulnerable to poaching and areas of high biological diversity or natural resource value such as protected areas like national parks or wildlife preserves; known routes of illegal trafficking, including those used for drugs, weapons or human trafficking; areas where wildlife crimes have been frequently encountered in the past; coastal areas and known shipping lanes where illegal activities have been known to occur but because of their location are often very difficult to detect and patrol without intensified surveillance; and areas where rapid land-use changes have created an instability both among the local human and wild animal populations. It was suggested by another international NGO that as one way of addressing these situations, more localized or regional "SWAT"-type teams comprised of law enforcement officials that have trained together and worked together as close-knit units—perhaps even recruited from the local communities

themselves—should be established and encouraged to stay and work within in the same hotspots to gain greater familiarity with these areas and the people involved in illegal activities. It was also felt that members of these teams could additionally serve as trainers for the local citizenry in providing support to them.

Two groups of Forest Rangers that were interviewed, as well as an international NGO involved in anti-poaching and related activities in rural areas, including protected areas, pointed out the need to not divorce law enforcement activities from those of awareness-raising or outreach at the local community level. In their view, instead of law enforcement officials always playing a strictly adversarial role in dealing with the communities in their pursuit of local poachers and smugglers, these same officials could also serve to educate the community on the nature of wildlife crimes and to provide community members with positive messages and informational materials on the value of preserving and protecting local wildlife, plants and habitats for the long-term benefit of the community. They felt that NGOs, in addition to ARREST/Freeland staff, could play a major role in providing training to LE rangers on techniques of delivering environmental education in a readily understandable manner, who could then, in turn, deliver relevant environmental messages to an array of community members to engage them in both preventing and discouraging illegal wildlife trafficking (and harmful land-use practices), particularly within hotspots. In some areas, particularly in Indonesia, the Philippines and Thailand, NGOs currently act as an important liaison between official LE authorities and the local communities both in providing technical assistance and training in collecting baseline data and in serving as monitors of on-the-ground situations requiring LE intervention or the attention of community leaders.

One researcher in Indonesia who has been intensely studying land-use changes in the region has concluded that deforestation, slash-and-burn agriculture and other forms of habitat degradation, particularly in source areas for illegally obtained wildlife, have contributed to the problem of wildlife crimes both through loss of livelihoods for local community members, who then resort to poaching, and by concentrating the last remnants of endangered and/or exploited wildlife species to ever smaller areas thus rendering them more vulnerable to poaching.

Advanced Wildlife Identification Training and Technology

In both individual and group interviews held with a number of LE officials, WEN officials and quarantine officers, among others, the need was often expressed for more sophisticated and useful tools and training regarding identification of protected species and their products that can be used both in the field and at ports and inspection stations. This was expressed as a high priority, given that smugglers and traffickers were becoming increasingly more sophisticated in their methods of concealing and disguising illegal wildlife parts and products, but that the training of LE wildlife officials in identification training had not kept pace with the criminal network's methods of smuggling these materials. One inspector stated that all they had received in their CITES training was a list of scientific names of plants and animals that were regulated under CITES, with no further identification aids. In addition, LE officials stated that they needed to have techniques at their disposal to more accurately determine where confiscated specimens

came from in order to know what laws were actually violated, as smugglers frequently obfuscated the origin of wildlife products in their possession. Related to this, two LE officials felt it would be especially useful for them to have a complete compendium of wildlife laws and regulations assembled in one document for them to be able to readily reference. Freeland is apparently in the process of compiling this.

Freeland is currently developing a handheld electronic device that could greatly assist LE officials and port inspectors in their identification of protected species and products, including smuggling techniques. So, too, is a similar device developed by Wildlife Conservation Society (WCS) in China. Devices like these and other emerging technologies such as sniffer dogs and DNA technologies were felt by LE officials to be a potentially important tool and asset in identifying wildlife specimens.

Specialized Marine Law Enforcement Training

Most of Freeland's and other agencies' law enforcement and anti-trafficking efforts and training have been focusing on terrestrial environments. There has been a dearth of training on marine and coastal environments and the organizations and agencies (e.g., Navy, Coast Guard) working in these environments. So, too, is the diversity and complexity of the species involved: from marine mollusks and corals to sea turtles and aquarium fish, as well as terrestrial species and products such as hornbills, geckos, rhino horns, elephant ivory and pangolins that are involved in this trade, and the creative ways by which these products are disguised and hidden or misrepresented as to their place of origin. Marine enforcement officials who were interviewed stated that in addition to these areas serving as a source for marine and coastal species, the coastal waters are a major highway for the illegal wildlife trafficking of other products stretching from Africa to China. With thousands of square miles of open waters, small islands hidden from sight and exchanges of smuggled goods occurring between ships mostly at night, the marine LE community stated that it faced major challenges requiring specialized techniques, tools and training, from enforcement manuals to specialized equipment and patrol boats, a great deal of which is currently lacking.

Marine LE officials also stated that relations between them and local coastal communities are not always the best, as small fishing villages are mostly under the control and jurisdiction of local officials or mayors, with absolute authority, while national agencies are more focused on waters outside the immediate coastal zone. Two NGOs that were interviewed indicated that local traditions and culture were important considerations in any attempt to control this trade in these coastal areas. Local traditions involving the consumption of indigenous wildlife, from sea turtle meat and eggs to birds and, of course, fish, are in their opinion not likely to be easily set aside in attempt to control the illegal trade of these species, and need to be dealt with in ways other than aggressive enforcement tactics. NGOs such as WCS have been working with communities to help them understand the issues at stake and the need to conserve their biological heritage for the long term and not just to seek short-term gains.

Lao PDR and Myanmar: Urgent New Opportunities

Responses from USG interviewees note that, to date, ARREST has not played any role in anti-wildlife trafficking efforts that they are aware of in Lao PDR nor have these officials met with Freeland staff to discuss the ARREST program or to engage with authorities in Lao PDR. Though wildlife trafficking is of major concern in Lao PDR, as both a source and transit country, ARREST efforts in that country to date are characterized as little more than displaying of “nondescript” posters in the Vientiane airport. On a more positive note, a recent (July 2013) ASEAN-WEN coordination meeting between wildlife officials in Lao PDR and Thailand was held in Vientiane that may serve to improve cross-border anti-trafficking collaboration between these two countries.

While Myanmar has been a long-time member of the ASEAN, its political relations with the U.S. have been closed until only recently, so, up until now, it has not been a part of the ARREST program. The opening of diplomatic relations between the two countries creates the opportunity for USAID/RDMA to include Myanmar as part of its ARREST program and for Freeland to start working in Myanmar on wildlife trafficking. Given its significance as a source and transit country, as well as the fact that Myanmar shares an extensive border with China, it has been pointed out by both government officials and NGOs that this is an excellent opportunity for collaboration on fighting cross-border wildlife crime.

Transboundary Law Enforcement: Enhanced Coordination at the Provincial Level

Protected area managers and rangers, as well as border officials, remarked that communication and responses between the more remote protected areas and the central government agencies under which they are located organizationally are often difficult, cumbersome and not very timely. The issues themselves are often felt to be of different priorities between the two levels of government—one at a local level and the other at an extremely high level, with the two levels being far removed from each other, thereby adding to potential misunderstandings. The local rangers and officials have found that in many instances it is easier and more efficient to deal with Provincial governments in matters of seeking financial, judicial or manpower assistance for dealing with wildlife crimes than it is with central government agencies. In those cases where cross-border wildlife trafficking is an issue, local LE officials felt that such issues could be more readily and efficiently handled between Provincial governors and officials on both sides of the border rather than by referring such matters to central government officials.

Conclusions

- **Local community involvement:** Most of the current LE training conducted by ARREST (Protect and Detect training) has been geared toward law enforcement officials who have come from the existing ranks of national and traditional law enforcement agencies, such as the national police, border patrol police, park and forest enforcement rangers, customs and excise officers, quarantine inspectors, coast guard and various enforcement managers. While this training has received high marks from its participants, there is still a long way to go with respect to providing adequate enforcement coverage over the entire region in combating wildlife crimes, particularly in so-called “hotspots” of biological

diversity, endangered species concentrations, and known areas of criminal activity that are likely to be the primary areas of poaching and illegal wildlife trafficking. Southeast Asia is a large geographic area in which most of the illicit activity is felt to be occurring in remote, rural areas, often far from law enforcement patrols. If properly trained and used, local community members in these distant and remote outposts could well serve as the eyes and ears of traditional law enforcement officials in helping to monitor any illegal activities that might be taking place there. The sheer number of community individuals that potentially could serve to monitor the resources in hotspots and to serve as a sort of auxiliary police force would in itself function as both a deterrent and a supplemental force in discouraging and preventing wildlife crimes from occurring in these rural and remote areas. As suggested by LE officials themselves, it is also an excellent opportunity for the LE community to reach out to community members and work with them to explain the value of preserving their biological heritage and how it is impacted by poaching. Likewise, several NGOs already working in these areas to provide environmental education and to conduct studies of wildlife populations could also play a role in supplementing LE officials in their duties through monitoring and surveillance, and also in training community members on the types and ways of collecting meaningful monitoring data on both illegal activities and wildlife occurrences. The use of both community members and NGOs in these para-enforcement activities should also provide opportunities for more access by women into the illegal wildlife/anti-trafficking program, as there are many roles that women can play effectively in this endeavor that do not necessarily require handling firearms or forays into jungle warfare, which has been the criticism of many in this male-dominated domain.

- **Advanced wildlife identification training and technology:** In order to determine the specifics of the legality of a wildlife trade situation that might be encountered during their duties, LE officials require precise identification means at their disposal both in the field and at border crossings, airports or seaports. These officials are frequently not just dealing with whole specimens of endangered species that can be readily identified by referencing standard field manuals, but most often parts or processed products that are harder to identify. In addition, many of these items are often disguised or hidden in other objects or clothing to avoid detection. Inspectors and officials are also faced with extraordinary difficulties in ascertaining exactly where—what country or area—a specimen was obtained in order to determine if it was illegally taken in contravention of local, national or international laws. For many LE officials, training and use of advanced technologies has simply not been available as an aid to the performance of their duties or has not kept pace with the sophisticated methods used by smugglers in illegal trade activities.
- **Specialized marine law enforcement training:** The marine environments of the coastal archipelagos of Indonesia, the Philippines and Thailand, composed of thousands of islands, many of which are quite remote, and contain long, irregular coastlines stretching for thousands of miles and are bounded by large expanses of open seas, present special challenges in both logistics and specimen identifications to LE officials in their pursuit of

wildlife trafficking in these regions. According to LE officials responsible for patrolling them, these areas, because of their unique situations, are particularly vulnerable to wildlife trafficking, especially in source and transit countries, for both terrestrial and marine species and products. LE training by Freeland and others has, up to now, been primarily focused on terrestrial environments and species, but with increasing use of the high seas and coastal waterways between islands by smugglers, there is an obvious need for more specialized marine LE training to be conducted in these regions. Still another challenge to LE officials is the fact that these coastal areas are peopled by subsistence fishing communities that are bound more by local laws and traditions than by national or international laws regulating marine wildlife.

- **Lao PDR and Myanmar: urgent new opportunities:** Even though Lao PDR is known to be an extremely important area for wildlife trafficking in the region, there appears to be a disconnect between the USG in Lao PDR, who are anxious to become more involved in this issue, and the ARREST/Freeland program. This is a missed opportunity that deserves urgent attention. The opening of diplomatic relations with Myanmar also creates an important opportunity to work collaboratively with the government of Myanmar in fighting illegal wildlife trafficking.
- **Trans-border law enforcement—enhanced coordination at the provincial level:** Increased emphasis on provincial-level trans-boundary law enforcement is expected to be more efficient and timely than the current system of involving central offices on both sides of the border. This hypothesis deserves to be first explored further and then tested.

Recommendations

Local Community Involvement

- Include local communities as an important future focus of the ARREST program both in terms of providing law enforcement assistance and training and in providing awareness-raising and environmental education that cultivates a stronger stewardship ethic among the community members in preventing wildlife crimes, particularly in rural hotspot areas. (Freeland)
- Identify and prioritize hotspot areas throughout the region with the assistance of the ARREST program, and law enforcement officials directed to focus on these areas with the use of highly specialized and dedicated local units supplemented by local community auxiliary forces and NGOs. (National WENS, PCU, Freeland, USAID Bilateral Mission future programs)

Advanced Wildlife Identification Training and Technology

- Conduct advanced workshops in each country for officials and managers involved in combating wildlife crime—at ports, quarantine facilities, border crossings, protected areas and elsewhere—on the detailed identification of protected wildlife specimens, parts and products and on methods of their smuggling and concealment. This should include the use and provision of the latest technologies in identifying wildlife specimens and

products and smuggling techniques such as handheld electronic devices being developed by Freeland and others that can be instantly consulted by wildlife LE officials during the course of their duties in the field. (Freeland and partners, CITES authorities)

Specialized Marine Law Enforcement Training

- Develop specialized marine law enforcement training and tools, including tactical training and identification manuals; they should be developed and their use extended to coastal and marine waters and shorelines, especially in the island and coastal nations of Indonesia, the Philippines and Thailand, where illegal wildlife trafficking is frequently conducted at sea or along the coast and between islands. (Freeland)
- Conduct training on site in typical coastal/marine environments at one or more of the island nations and include the national navies, coast guard and marine LE agencies as well as U.S. agencies such as NOAA/ National Marine Fisheries Service (NMFS), Coast Guard and Navy. (Freeland and partners)
- Conduct a Marine SIG in one or more of the island nations that focuses specifically on marine enforcement and encourages networking between countries on coastal and marine wildlife trafficking issues. (Freeland and partners)

Lao PDR and Myanmar: Urgent new opportunities

- Initiate consultations with relevant parties in both Lao PDR and Myanmar to take advantage of the emerging opportunity to work with USG officials in these countries, as well as the national governments and NGOs such as WCS and WWF in fighting wildlife crime. (RDMA and Freeland)
- If additional funding is required to support this expanded effort, explore options with relevant USG agencies (e.g., DoS/INL) and other partners. (RDMA)

Trans-border law enforcement: enhanced coordination at the provincial level

- Design and conduct a workshop on provincial level trans-border coordination with government agencies, including both central offices and provincial governments, from those ASEAN countries with significant border areas and high incidences of cross-border illegal wildlife trafficking. (Freeland with the PCU, USAID Bilateral Mission future programs)
- Follow up with one or more pilot projects to test and strengthen province-level trans-border cooperation (e.g., between Thailand and Lao PDR as follow-up to the 2nd Bilateral Meeting between Lao PDR and Thailand 24-27 July 2013 Vientiane, Lao PDR). (Freeland)

SUSTAINABILITY, PARTNERSHIPS AND LEARNING

Discussion

Looking forward, work on the ARREST sustainability objectives needs to focus on continuing to move forward on the two “key factors to sustainability” in the RDMA/Freeland Agreement that have not yet been achieved (i.e., institutionalizing capacity building and making task forces and their national and regional hubs permanent structures with permanent government budget lines). At the same time, expanded attention is needed to build and nurture partnerships that will serve as the strongest possible base for the work on illegal wildlife trafficking that will need to be continued across the region for many years beyond ARREST.

These partnerships hold the key to sustainability, learning and shared ownership for ARREST moving forward: partnerships with ASEAN, with USAID projects, other USG initiatives, multilateral organizations and their programs, NGOs, Universities and private sector business groups.

Conclusion

Opportunities identified during key informant interviews and site visits include:

ASEAN

Key elements of an enhanced partnership with ASEAN include:

- *The ASEAN Secretariat*: to take the lead in finding a new home for the ASEAN-WEN and the PCU that will give it increased visibility and political support and assured long-term funding. The considered view of the Evaluation Team is that moving under the tutelage of the Senior Officials on Transnational Crime and the Ministers to whom they report would be the preferred option. A synopsis of ASEAN’s organizational structure, where the ASEAN-WEN currently fits in this structure and the proposed new location is presented below.
- *The ASEAN Inter-Parliamentary Assembly (AIPA)*: to engage on the policy dimensions of the ARREST agenda including the urgent need for standardized national laws and regulations that integrate with international treaties. The AIPA/Freeland Letter of Cooperation signed in September 2012 was an important achievement as it provides the framework for moving forward.
- *The U.S. Mission to ASEAN*: to provide political support as appropriate for the elements noted above.

ASEAN Structure

The three graphics below provide a context on finding a new home within ASEAN for the ASEAN-WEN Network and the PCU. ASEAN is made up of three communities: a Political-Security Community, an Economic Community and a Socio-Cultural Community. ASEAN-WEN is currently located in the Economic Community under the Ministers Meeting on Agriculture and Forestry (AMAF); see Figure 5.

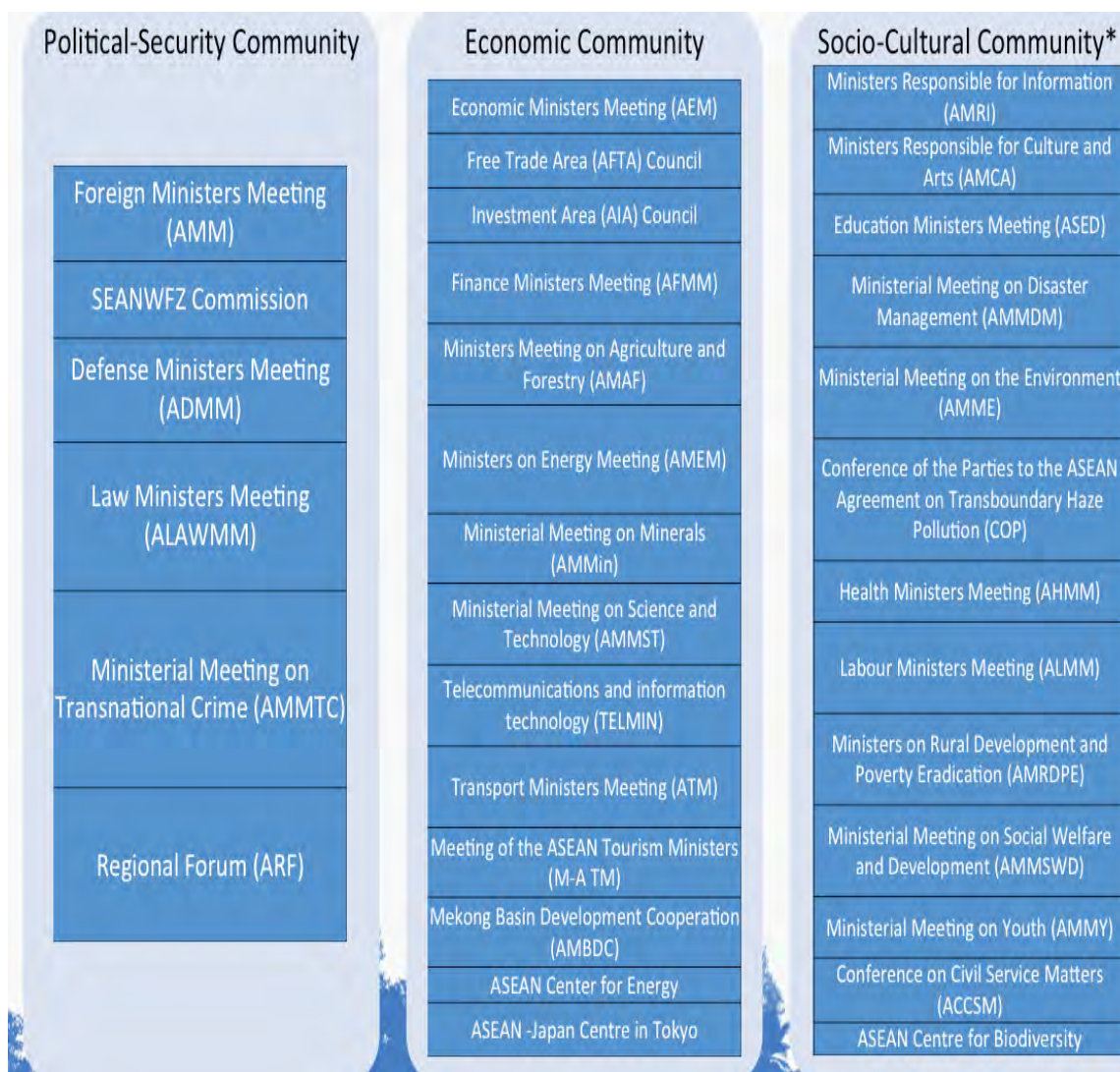


Figure 5: ASEAN Community

Within the Ministers Meeting on Agriculture and Forestry, ASEAN-WEN is located under the ASEAN Senior Officials on Forestry (ASOF); see Figure 6. This buries it among work on medicinal plants, forest products, forest policy, timber certification and social forestry. The three other networks under the Ministers Meeting on Agriculture and Forestry (networks dealing with food safety, pesticide regulation and genetically modified food testing) have a higher profile, because they report directly to the Senior Officers Meeting on Agriculture and Forestry rather than through one of the sub-groups. It is the view of the Evaluation Team that this location for the ASEAN-WEN Network has been a critical constraint (potentially even a fatal flaw) in the design of the WEN system.

Ministers Meeting on Agriculture and Forestry (AMAF)

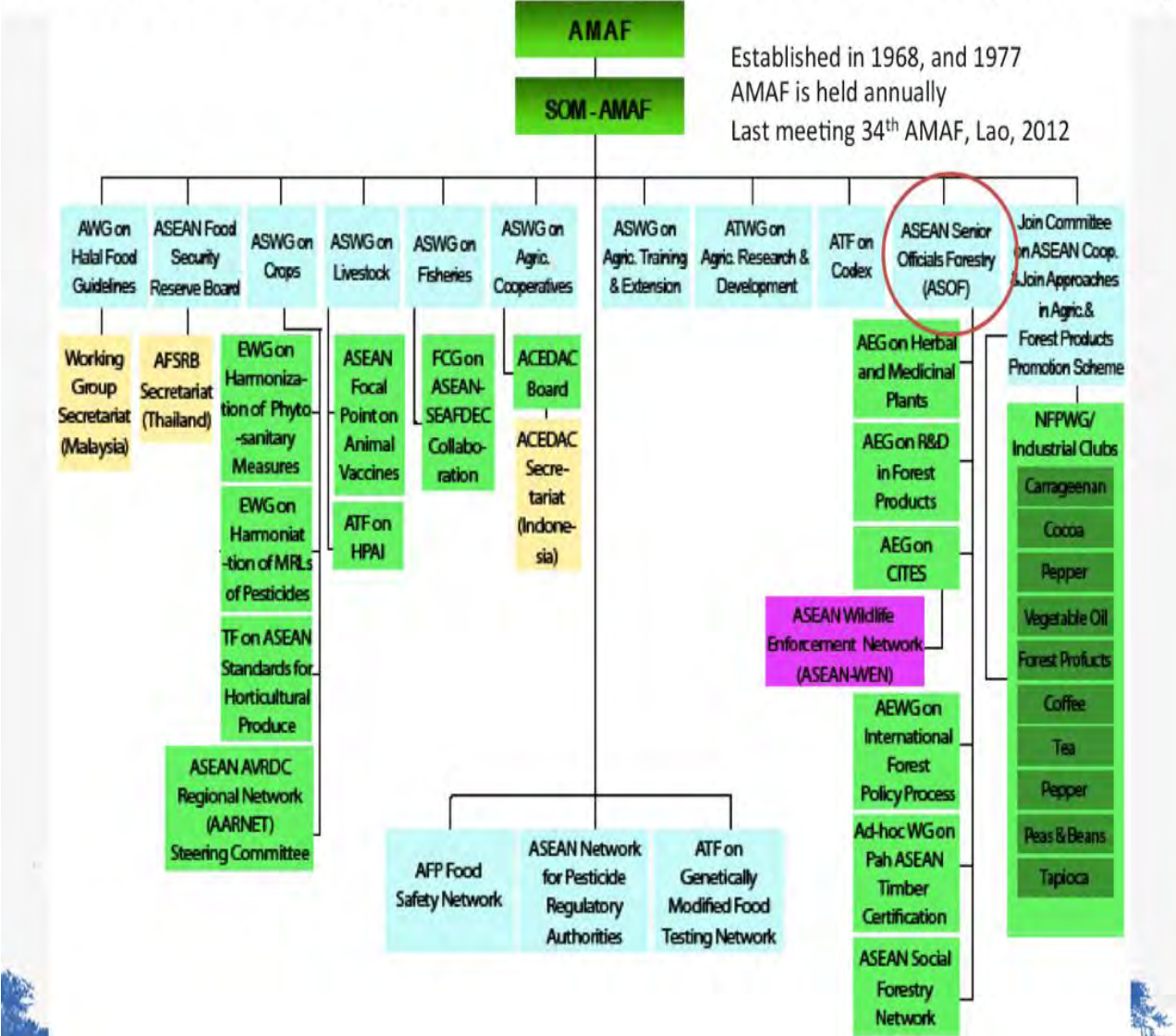


Figure 6: AMAF Structure

The AMMTC (see Figure 7) was established in 1997. The AMMTC coordinates the activities of relevant ASEAN bodies such as the ASEAN Senior Officials on Drug Matters and the ASEAN Chiefs of National Police. The eight priority areas currently covered by this group include counter-terrorism, trafficking in persons, illicit drug trafficking, money laundering, sea piracy, arm smuggling, international economic crime and cyber crime. A number of these have direct connections to wildlife trafficking and wildlife crime.

USAID projects

Opportunities for enhanced partnership with USAID projects include working with:

- *The Wildlife Trafficking Response, Assessment and Priority Setting (TRAPS) project*: bring ARREST experience and expertise to bear on TRAPS Phase 1 (improving understanding of the status of and trends in illegal wildlife trade, with a particular focus on trade routes for threatened species trafficked between Africa and Asia) and Phase II (increasing international collaborations around actions to reduce and control illegal wildlife trade between Africa and Asia).
- *Project Predator*: implemented by INTERPOL, with major funding from USAID.
- *Bilateral projects* that either currently have or could have components working on wildlife trade (e.g., in Vietnam, follow-on to the Development Alternatives Incorporated (DAI)-implemented Star Plus/Support for Trade Acceleration project).²²



Figure 7: ASEAN Political-Security Community

Other USG initiatives

Opportunities to leverage other USG initiatives may include:

²² In cases where ARREST works with USAID bilateral projects (e.g., the Indonesia Forest and Climate Support (IFACS) project in Indonesia or the new trade development project in Vietnam), consideration should be given to developing a formal tripartite MOU with the relevant host country Ministry. Officials at the Ministry of Forestry in Indonesia proposed this as a way to clarify the distinction between several USAID-funded forestry and climate change projects and ARREST.

- *US-China relations: attention to WL trade at the highest levels.* For the first time ever, the Administrator of China's SFA was invited to join the annual US/China Economic & Security Dialogue (E&SD) this year. This is seen as clear recognition by both sides of the importance of wildlife trade issues. It is anticipated that SFA will be included in future E&SD deliberations. This may provide ARREST with opportunities to work with Environment, Science, Technology and Health (ESTH) officers in Bangkok and Beijing to provide analysis and lessons learned as input into this process.
- *Bilateral Free Trade agreements and the proposed Trans-Pacific Partnership (TPP).* The U.S. has signed bilateral Free Trade agreements with ASEAN countries, most recently Vietnam. Have wildlife trafficking concerns been taken into account? If not, ARREST is ideally suited to do the requisite policy analysis and pass recommendations through appropriate USG and ASEAN government channels.

Multilateral organizations and programs

Opportunities for enhanced partnership with multilateral organizations:

- Explore joint programs with the *GTI*, starting with a proposed "Global Support Programme on Demand Reduction" if the program is funded by the World Bank and other GTI partners.
- Advise USAID and the USG on steps that could reinvigorate the *International Consortium on Combatting Wildlife Crime (ICWC)*—made up of the CITES Secretariat, INTERPOL, the United Nations Office on Drugs and Crime, the World Bank and the World Customs Organization. The ICWC should take the lead in building a coherent multilateral institutional framework to combat wildlife crime.
- Use Freeland's existing membership in the *Coalition Against Wildlife Trafficking (CAWT)* to explore possible program linkages and funding possibilities with Government Partners Australia, Canada, India and the UK.

NGOs

Opportunities for enhanced partnership with NGOs active in wildlife trade issues:

- Invite The Nature Conservancy (TNC)/China to join the Wildlife Trade Coalition.
- Learn from TRAFFIC (Vietnam and China) about their new BCC-led approach to demand reduction.
- Work with WCS (Vietnam and China) on policy analysis and market monitoring.

Universities

As discussed in the section on youth below, student groups at universities across the region can be powerful agents of social change both in their own right and through the influence they can exert on parents and other family members. Working either directly or indirectly through partners with these groups should prove to be a cost-effective way of reducing current and, more importantly, future demand for illicit wildlife products.

Business groups

There are opportunities for enhanced partnerships with business groups interested in wildlife trade issues for environmental, corporate social responsibility or other reasons.

Activate the Advisory Board to leverage public-private partners that was included as a “lasting asset and legacy” in the RDMA/Freeland Cooperative Agreement.

Recommendations

- **Increase the attention and resources devoted to ARREST partnerships in ways that promote sustainability, learning and shared ownership**, thereby building the strongest possible base for USG support of Asia’s efforts to reduce and eliminate wildlife trafficking for the remaining years of the program and beyond. Provide additional funding for this if needed and amend the RDMA/Freeland Cooperative Agreement to reflect this and other changes. (Freeland, RDMA, USG/Bangkok Wildlife Working Group)
- **Advocate for the review of the ASEAN-WEN and the PCU’s location in the overall ASEAN structure. This includes supporting the sovereign decision-making processes and protocols of ASEAN leadership in exploring options that will give the network the higher visibility and increased political and financial support it must have to become more fully effective and sustainable.** The considered view of the Evaluation Team is that moving from the Economic Community under the Senior Officials on Forestry to the Political-Security Community under the tutelage of the SOMTC and the AMMTC to whom they report would be the preferred option. Promote the exploration of alternative and diverse sources for PCU financial support until financial sustainability through ASEAN and the ASEAN-WEN Sustainability Plan can be achieved. (RDMA, Freeland, USG/Bangkok Wildlife Working Group, U.S. Mission to ASEAN with the ASEAN Secretariat)

YOUTH AS A CROSSCUTTING THEME: ENGAGING THE NEXT GENERATION

Discussion

Interviews in several countries suggested that proactively engaging with youth, both at the university and primary/secondary school levels, could assist ARREST in meeting its objectives both in law enforcement and demand reduction. Informants noted that young people are innovative and creative in problem solving and in finding new solutions to old problems.

Young people’s enthusiasm for protecting and preventing wildlife crimes can be seen, for example, through the growing numbers of youth activists and youth organizations focusing their activities on the issue of environment, nature and wildlife conservations across the globe—groups such as the Youth for Conservation Forum, Youth Group Wildlife Watch or Young Zoologist Association. Using social media like Facebook, youth groups are spreading information and promoting the protection of wildlife. The Internet and other social networking

media can also be used by youth to discover wildlife crimes and discuss ways to more effectively combat it.

ARREST has been supporting some work in this area. Earlier this year, ARREST partner IFAW trained students at Tianjin University in China on online wildlife trade investigation methods and encouraged them to use what they had learned to continue monitoring the online trade of illegal wildlife products and provide law enforcement with tips on what they found.

A USG-supported program (GLOBE—Global Learning and Observation to Benefit the Environment <http://www.globe.gov/>) that is active in Thailand working through the Institute for the Promotion of Teaching Science and Technology (IPST) (<http://globethailand.ipst.ac.th/>), is expanding into Vietnam and has done some regional training of trainers. The GLOBE program could be a cost-effective way of introducing ASEAN youth to wildlife trafficking issues.

Conclusions

Students and student groups at universities across the region are powerful agents of social change both in their own right and through the influence they can exert on parents and other family members. Primary and secondary school students are quick to absorb lessons from both their teachers and their peers. During these younger years, many develop strong, empathetic connections with animals. Inserting information about the wildlife trade and its negative impacts on animals into curricula in far-flung parts of the globe as part of broader environmental education programs is expected to have important payoffs down the road.

"Young people are creating a movement for social change. They are brimming with energy waiting to be transformed into positive social action. Are we paying attention to what they have to say and supporting what they want to achieve?... Much like young people from previous generations, they want to shake up the status quo. But there is something different about the young people of our time. Is it that they have unprecedented access to information, increasing their exposure to diverse systems and values? Is it that they are more aware of their rights? Is it that the Internet and social media offer the possibility to be generators of opinion? Probably it's a combination of all these factors. The truth of the matter is that youth want their voices to be heard and to be taken into account. They won't settle for theories or unfulfilled promises. They are demanding a space at the decision-making table and they want action."

Source: Corina Villacorta¹

Recommendations

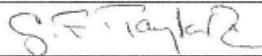
- Follow-up on the IFAW training for university students on online wildlife trade investigation with additional courses in China and across the ASEAN region. (Freeland)
- Explore with RDMA and Embassy/ESTH the possibility of Freeland designing a curriculum on wildlife trafficking for the GLOBE program, focused initially on Southeast Asia. Once this is established, there may be scope to include lessons from Southeast Asia in a broader global curriculum. (USG/Bangkok Wildlife Working Group, Freeland)

ANNEX VII: DISCLOSURE OF ANY CONFLICTS OF INTEREST

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	George F Taylor II
Title	Team Leader
Organization	Social Impact
Evaluation Position?	<input checked="" type="checkbox"/> Team Leader <input type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	RAN-I-00-09-00019 AID-486-TO-13-00004
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	ARREST - USAID/RDMA Freeland Foundation & partners
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.	

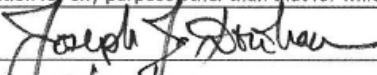
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	19 June 2013

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	JOSEPH J. DOWHAN
Title	DEPUTY TEAM LEADER - ARREST
Organization	MANAGEMENT SYSTEMS INTERNATIONAL
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member Deputy T.L.
Evaluation Award Number (contract or other instrument)	AID-486-TO-13-00004
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	ARREST MID-TERM EVALUATION
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

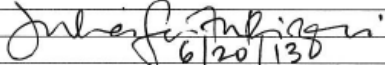
I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	6/20/13

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Julia Faith Rizvi
Title	Evaluation Specialist
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract # RAN-I-00-09-00019 Task Order # AID-486-TO-13-00004
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	Asia's Regional Response to Endangered Species Trafficking (ARREST)
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If yes answered above, I disclose the following facts: <i>Real or potential conflicts of interest may include, but are not limited to:</i> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

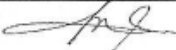
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Signature	
Date	6/20/13

Disclosure of Conflict of Interest for USAID Evaluation Team Members

Name	Angel Manembu
Title	Local Specialist
Organization	Social Impact, Inc.
Evaluation Position?	<input type="checkbox"/> Team Leader <input checked="" type="checkbox"/> Team member
Evaluation Award Number (contract or other instrument)	Contract # RAN-I-00-09-00019 Task Order # AID-486-TO-13-00004
USAID Project(s) Evaluated (Include project name(s), implementer name(s) and award number(s), if applicable)	ARREST Mid-Term Evaluation
I have real or potential conflicts of interest to disclose.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<p>If yes answered above, I disclose the following facts:</p> <p><i>Real or potential conflicts of interest may include, but are not limited to:</i></p> <ol style="list-style-type: none"> 1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated. 2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation. 3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project. 4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated. 5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated. 6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation. 	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	June 20, 2013

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