



Important note: *To be completed with reference to the Reporting Guidance Notes for Project Leaders: it is expected that this report will be about 10 pages in length, excluding annexes*

Submission Deadline: 30th April

IWT Challenge Fund Project Information

Project Reference	IWT04
Project Title	Reducing rhino horn demand through behaviour change in Vietnam
Country/ies	Vietnam
Contract Holder Institution	Save the Rhino International (SRI)
Partner institutions	TRAFFIC and Population Services International
IWT Grant Value	£289,075
Start/end dates of project	April 2014 to June 2016
Reporting period (e.g. April 2015-Mar 2016) and number (e.g. Annual Report 1,2,3)	April 2014 to March 2015 Annual Report 1
Project leader name	Susie Offord
Project website	http://suctaichi.com/
Report author(s) and date	Susie Offord, Madelon Willemsen, Trinh Nguyen and Gayle Burgess 29 th April 2015

1. Project Rationale

Africa's and Asia's rhinos are currently gripped in a conservation crisis resulting primarily from demand for rhino horn. Poaching in South Africa has increased from 13 in 2007 to 1,215 in 2014; undermining government capacity and resources for protection and disrupting socio-economic benefits of the wildlife-tourism industry, the country's fourth-largest foreign-exchange earner.

Demand for rhino horn in Asia, including Vietnam, has been identified as one of the biggest drivers of poaching and illegal trade. TRAFFIC's seminal research into the Vietnamese market for rhino horn identified two key rhino horn consumer groups, plus a much larger body of potential consumers currently limited by access and income. It is imperative to change behaviour by addressing emotional and functional drivers for consumption within these groups through the application of robust demand-reduction approaches.

This project aims to reduce the demand for rhino horn in two consumer groups in Vietnam by 25% through an evidence based behaviour change campaign. This will result in a significant reduction in poaching rate, providing direct benefits to the conservation of two iconic species (white and black rhinoceros) and the local communities and stakeholders that rely upon them.

2. Project Partnerships

SRI has been a long-time supporter of TRAFFIC's work, having collaborated with several members of its team on previous projects. This project was a new collaboration for SRI with TRAFFIC Vietnam and was developed after several meetings both face-to-face and over the phone in order to plan the best approach to tackling the demand for rhino horn in Vietnam. This last year has further cemented the good working relationship between SRI and TRAFFIC and it has become a very collaborative partnership. Susie Offord has visited TRAFFIC Vietnam's offices twice and there are current plans for three members of Traffic Vietnam to come to the UK in May 2015, which will further cement the relationship.

TRAFFIC Vietnam's partner in the development of the Chi campaign is Population Services International (PSI) Vietnam. PSI is a large international NGO working on behaviour change campaigns in developing countries. PSI was engaged by TRAFFIC through the Illegal Wildlife Trade Challenge Fund's funding to develop and roll out a behaviour change campaign to reduce the demand for rhino horn in Vietnam. The PSI and TRAFFIC team are meeting on a regular basis in person as well as through emails and individual meetings to discuss progress and for comment/feedback on project delivery.

The Ministry of Health (MoH) and the Traditional Medicine Administration (TMA) are strong partners in eliminating the use of rhino horn (and other threatened species) in Traditional Medicine (TM). TRAFFIC has signed a five-year Memorandum of Understanding (MoU) with the MoH. This MoU agrees to create awareness amongst the traditional medicine practitioners that rhino horn has been taken off the TMA pharmacopeia and therefore it is now illegal to use it, in addition to the development of a curriculum covering conservation issues, regulations on management of wildlife that will be taught in both public and private traditional medicine universities, colleges and relevant training vocations.

3. Project Progress

3.1 Progress in carrying out project activities

Output 1

The project has successfully completed the activities for output one. The results of the IPSOS (one of the largest market research companies in Vietnam) (April 2013) and PSI (2014) consumer surveys were analysed at the start of this project to further understand the archetype rhino horn consumer and their motivations. The project is targeted at the consumer group 'Men over 40', whereby the individual consumer in this group is referred to as 'Mr L'. This archetype uses rhino horn for emotional purposes. A campaign was developed targeting 'Mr L' called the Chi campaign.

We are reaching the intender group through our focus on the primary group. By reaching out to the role models and bosses of the intender group, we are seeking to create 'champions' who will influence the behaviours of the intenders.

The secondary group of consumers we focus on uses rhino horn for medicinal purposes. The MoU with the MoH aimed to integrate a zero-tolerance to wildlife consumption in traditional medicine with the Prime Minister's directive in March 2014 and abolishment of rhino horn from the TM pharmacopeia in Vietnam in 2010. A Technical Advisory Group (TAG) was set up slightly behind schedule at the start of 2015.

Output 2

The project is making good progress on achieving output two. The campaign was pre-tested by PSI and was launched on World Rhino Day, 22 September 2014. Key messages were developed as part of this campaign and can be seen in Annex 4 – supplementary material. Important Influencers were identified and the project team is working with them on an on-going basis.

A list of important influencers was identified in government, business umbrella organisations and directly with corporations and the media and approached. Our demand reduction communication team focuses on developing further creative Chi materials to provide and equip information to Chi 'influencers', encouraging them to deliver a suite of behaviour change actions at institutional and personal levels to influence the consumption choices and habits of their colleagues, peers and potentially also family and friends.

For the government agencies, TRAFFIC applies a slightly different approach, whereby communication materials are being finalised to inform patients and the TM practitioners that "Rhino horn is not a miracle medicine". There are many medicinal inputs that can replace rhino horn" i.e. prescriptions pads, posters etc.).

Output 3

The project is making fantastic progress in delivering output three with lots of activities already being delivered or in planned.

Chi billboards were placed in HCMC and Hanoi in places where the archetype consumer lives and/or commutes to/from work. Three interactive golf events were organised to target Mr L in October and December 2014 and in March 2015.

The team has promoted the Chi campaign at high-level business events, hosted by Vietnamese business umbrella groups, such as the CEO Forum in Ho Chi Minh City (HCMC); the 10th Anniversary of Businessman Day in Danang; the Global Entrepreneur Week event in Hanoi, and at other embassy events such as: the US Health Fair in Hanoi and the South Africa Tourism Fair in HCMC.

Although we had planned to do a YouTube viral video once the communication plan was put together, other activities were identified that would have a greater impactful at reaching Mr L.

A media campaign has been released both online and in print.

Output 4

Individual Project Activities are being monitored and regularly evaluated and then adaptively managed to ensure that output four can be achieved. i.e. compiling all the results of the previous in billboard placement reports, evaluation of microsite hits etc.

3.2 Progress towards project Outputs

Output 1

The project has fully delivered output one. TRAFFIC's Demand Reduction framework (see attached document) supports the strategy, while TRAFFIC's strong Network of Behaviour Change Experts (NBCE) have helped to contribute to all of TRAFFIC's demand reduction projects including this one. PSI developed the Chi campaign placement plan strategy.

The TAG Group formation was delayed but it was finalised at the beginning of 2015 with the first meeting occurring 15/4/15. The next steps with the group will be:

- An online discussion group set up for TRAFFIC to share information and seek further support, suggestions and feedback from experts
- Off-side meetings on particular issue organised with certain experts to save everyone's time

Output 2

The project has already delivered a large part of the work to achieve output two and is doing better than expected in many of the targets that we set. We are confident this output will be fully achieved by the end of the project. The campaign communication materials have been produced with several more being planned. We are in the process of involving two influential international business leaders on the project; we currently have four influential Vietnamese opinion leaders and agreements have been made with five government agencies, all of which is better than we planned. We are in the process of developing a curriculum with TMA universities

and Corporate Social Responsibility (CSR) policies with the MoH in Hanoi. We have worked with Vietnamese state-controlled media agency Central Committee of Communication and Education (CCCE) to assist in disseminating messaging that targets consumer groups through expanding ad placement of the Chi campaign in 2015 in different types of media such as billboard placement at the airport (supported through another donor) and further events as per Chi placement plan.

Output 3

The project is well on target to deliver output three. The project team has organised or attended more than the target four events hosted for participants that meet the target consumer group; a media campaign is well under way. We have developed a CSR guide outlining different opportunities for businesses to integrate wildlife protection into their business practices. A code of conduct template has been developed to allow the easy adoption of these practices.

We have collected and published public statements from six influential businessmen, international sports figures, spiritual leaders and medical professionals on the Chi website. These short 'editorials' promote the concept of Chi, while either explicitly or implicitly encouraging the target audience to not consume rhino horn. Plans are being made to engage government officials to do joint editorials.

The project is making good progress to complete **outputs 4** and **5** by the end of the project.

Monitoring and evaluation of the campaign is continuous and will be reported on at the end of the project. A pre-test survey of the campaign materials took place in June 2014 to fine-tune the Chi messaging. The 2014 Rhino Horn Behavioural Survey was conducted to i) to establish a baseline of key indicators for rhino-horn demand-reduction campaign coverage and results, including changes in key knowledge, attitudinal and behavioural indicators among urban high-income men, upon which the effectiveness of the Chi campaign and other future communications can be assessed; ii) to identify factors correlated with rhino horn use consistent with the behaviour change framework components linked to opportunity, ability and motivation; and iii) to identify preferred media channels for use in future demand reduction campaign placement. This survey is being written up for submission to a peer-reviewed journal.

In the proposal, the consumer research was planned to be repeated in February 2016. However this has now been rescheduled to a later date, May 2016, as this will be after the completion of the campaign rollout. The project is being presented at Rhino Mayday event in June 2015 in Chester, and will be presented at IUCN SSC African Rhino Specialist Group (AfRSG) meeting in February 2016.

3.3 Progress towards the project Outcome

We have successfully delivered on indicator one, which planned that by December 2014 we would have identified and engaged with important key "Influencers" (businessmen, media, medical professionals, and Vietnamese Government officials), who would spread the messages of the campaign. We would do this by demonstrating their proactive support and participation in the Chi campaign. We have successfully achieved this but also expect to continue to work further with key influencers. Demonstrations of key influencers' support are the MoU with the MoH, which targets traditional practitioners; and the CCCE, which has assisted in disseminating messaging targeting consumer groups.

We signed a MoU with the Vietnam Chamber of Commerce and Industry (VCCI) on 23 April 2015 featuring activities such as social marketing 'Train the Trainer' events. These will be critical in encouraging and enabling business leaders from a wide variety of sectors and industries to spearhead their own initiatives to tackle the conspicuous consumption of rhino horn, and design and distribute high-impact social marketing messaging to peers, colleagues and potentially also to family and friends.

We are making good progress towards delivering indicator 4 as the adaptive management process we are using will support the best practice model.

We do have concerns over whether the timing for indicator 5 may be too early to see this result from a behaviour change campaign, as the impact can often take several years.

3.4 Monitoring of assumptions

We have reviewed all of the assumptions that were made on the project and all of them are still accurate and relevant. The South African government is considering applying for the legalisation of rhino horn at the next CITES meeting in 2016; however this has not had an impact so far on any of the assumptions below. China is a Country of interest; there is not currently a clear measurement of the demand for rhino horn but there is no indication that any trade to China has changed since the start of this project.

4. Impact: achievement of positive impact on illegal wildlife trade and poverty alleviation

The intended impact of this project is for the demand for rhino horn in Vietnam to decline by 50% by 2020, contributing to rhino conservation through reduced rhino poaching and delivery of CITES and CBD commitments, including consumer demand reduction. Vietnam is the primary consumer of rhino horn. This project is working to directly change the long-term behaviour of key consumer groups that are responsible for buying and consuming rhino horn in Vietnam. If this is successful, it will help reduce the demand for any illegal rhino horn trade and secure the future of rhino's long term.

In addition to reducing the demand for a trade in rhino horn, this project is developing a best-approach model for behaviour change campaigns that will be disseminated in order that it may be applied to other species.

The project is also building capacity within the Vietnamese government to tackle the demand for rhino horn, which will allow them to transfer these skills in order to tackle the demand for other illegal wildlife products.

5. Project support to the IWT Challenge Fund Objectives

This project addresses objective 3 of the IWT Challenge Fund: to reduce demand for the products of the illegal wildlife trade. This project has developed and is implementing a long-term demand-reduction strategy to achieve measurable change in consumer behaviour and to assist in identifying best practices. The project places an emphasis on supporting and enabling the Vietnamese government to fulfil its commitments under relevant CITES resolutions and decisions to conduct consumer-behaviour research to design and implement demand-reduction strategies or programmes to reduce the consumption of rhino horn products.

6. Impact on species in focus

This project is focused on all species of rhinos. Rhino mortalities (natural and poached) in South Africa are expected to exceed rhino births in 2015 (depending on birth rates), resulting in an overall decline in the country's rhino population. Kenya is in a similar position; Zimbabwe's rhinos are already substantially depleted. Further loss in the species' strongholds could – in the next 10 years – lead to catastrophic population declines. If the project is able to reduce the demand for rhino horn in Vietnam by 25%, it will substantially reduce the number of rhinos being poached and aid the recovery of rhino numbers. The project is at too early a stage to see poaching numbers reduce as a result of the project.

7. Project support to poverty alleviation

Wildlife tourism is one of the key sources of jobs and income for many of the rhino range states; rhinos are often in areas where there are few alternative employment opportunities and are unsuitable for agriculture and farming. Escalating poaching threatens the livelihoods of many local communities as it drives away tourists concerned about declining populations of the animals they wish to see. Poaching also creates security concerns. If poaching pushes rhino numbers too low, or a property disinvests in rhinos because of the increasing security costs, job opportunities associated with having rhinos also decrease.

In addition, criminal gangs have become more sophisticated, operating through multi-national networks. These trafficking gangs leave a trail of devastation behind, impacting not only wildlife but threatening the security of poor rural communities. Many rangers are now heavily armed to defend themselves against poachers, with a corresponding and distressing loss of human life on both sides resulting from contacts with poachers.

By reducing the demand for rhino horn, the project will help to secure the sustainability of local livelihoods and security for communities and the rangers who are tasked with protecting rhinos.

8. Consideration of Gender equity issues

This project does not have any direct impact on gender equality.

9. Monitoring and evaluation

The project's progress is being monitored by the Project Steering Group (PSG), which consists of Susie Offord, Madelon Willemsen and Trinh Nguyen. The PSG meets once a month to discuss progress on project activities and outputs. The PSG is submitting a project progress report to the project stakeholders (including the Programme Development & Evaluation Officer (PDEO)) at the end of April (aligned with the report to IWTCF) and will then plan the next year's activities and targets with milestones.

A monitoring and evaluation plan was developed specifically in relation to the Chi initiative, and an integrated work plan showing key milestones for all the work being delivered on demand reduction in Vietnam has also been produced to support good-practice approaches to adaptively managing the project. These documents sit within an overall Monitoring and Evaluation Plan, which is currently being refined in relation to all work to stop the buying of threatened species products, including rhino horn in major markets such as Viet Nam.

The Technical Advisory Group (TAG) was set up to provide expert advice on the campaign, the placement plan itself and the behaviour change strategies and theories that surround the Chi campaign. The group will feed back suggestions via an online discussion group through which information will be shared. When required, offside meetings on a particular issue will be set up with specific experts.

Connections have been made with over 60 behavioural change experts, as part of TRAFFIC's overall behavioural change programme, therefore benefitting the work in Viet Nam and beyond. Many conversations regarding how to structure and streamline behavioural change messaging and strategic approaches have been conducted, including specifically with experts in Vietnam, this has largely been in an *ad hoc* consultative manner as specific issues have arisen, rather than regular meetings. A 'LinkedIn discussion group' has been developed more recently, in order to promote the exchange of ideas around innovative approaches and best practice, to benefit the work in Vietnam and beyond. An outline of the collaborative expert support programme, funded by resources in addition to those under the IWT Challenge Fund, has also been sent with this report.

Although we planned to do 6-monthly progress reports, we have found it useful to review our activities on a more regular basis. Individual project activities are being monitored and regularly evaluated and then adaptively managed i.e. compiling all the results of the previous activities in placement reports, evaluation of microsite hits etc. The campaign placement plan is being updated every two months with regular updates following evaluation of effectiveness and implementation that is being monitored by PSI.

A detailed framework or behavioural change 'Action Plan' specific to Viet Nam (i.e. mapped against the eight social marketing 'benchmark criteria') was drafted within the project period, and is in the process of being updated, alongside refinements being made to the 'Chi' campaign placement plan and in line with MoUs with VCCI and the TMA. The strategic approaches outlined in this Plan have been the subject of discussion during the inaugural IWT TAG.

10. Lessons learnt

Working with the Vietnamese authorities/government:

- In Vietnam, almost all project activities require some involvement of the local or national authorities. This can cause quite substantial delays through the red tape involved in approval and sign off by these authorities, which should be taken into account when planning timelines
- Working with Vietnamese government agencies requires diplomacy and a deep 'understanding' of the working culture. Unfortunately, there is still a lot of corruption at all levels in government
- The TRAFFIC implementation team worked hard to find the appropriate government authority partners and cultivate these relationships. TRAFFIC works hard to ensure that from the initiation of the relationship with government authorities, the requirements around funding support for activities are clear and transparent

Demand reduction campaign / behaviour change outcomes:

- TRAFFIC believes that the strength of this campaign is that the campaign message is directly targeted to a key consumer of rhino horn. It is envisioned that this targeted message could change the behaviour on the short-term (as per the project objectives). However, there is a concern that the behaviour change desired in Vietnam, due to the dominant cultural influence, may not occur as quickly as we would envision. There is evidence from a campaign run by PSI (on condom use) in Vietnam that measurable behaviour change only occurred after five years. This campaign was targeted at a much wider audience but did have the benefit of carrying a strong health message, so it is difficult to draw direct comparisons to help set expectations. TRAFFIC will monitor and evaluate the campaign placement and associated behaviour change throughout the life of the project.

11. Actions taken in response to previous reviews (if applicable)

N/A

12. Other comments on progress not covered elsewhere

As the research was analysed and the campaign was being designed, we felt that investing the targeted campaign more towards Mr L had considerable benefits and so the majority of the IWT Challenge Funds were used to develop the Chi Campaign and target its activities at Mr L. For the intender group, match funding was found to instigate behaviour change activities through different avenues..

The relationship with the Vietnamese government authorities is incredibly important but also requires a lot of diplomacy as they're can often have different motivations for wanting to work on a campaign like this. TRAFFIC recognises that the activities that we implement through our government partners need to deliver value for the project and not only for the benefit of the government partner. TRAFFIC works hard to ensure to maintain and nurture the vital cooperation of the government required without compromising project objectives and its organisational values and code of conduct.

13. Sustainability and legacy

As the project is primarily a communication campaign, there has been a lot of work done to raise the profile of the campaign within Vietnam amongst different groups including the archetype rhino horn consumer (Mr L), Vietnamese government departments and media agencies with a lot of success as demonstrated by all of the activities the campaign has already run with many more planned.

The Chi campaign launch was covered in more than 47 articles and news pieces including television coverage on four channels in Vietnam, prestigious newspapers/magazines and online coverage through more than 40 different channels accessible to urban men in the target audience. The Campaign was featured in a 15-minute interview on national Vietnamese television in English with Vietnamese subtitles:

<https://www.youtube.com/watch?v=eNLzF7xqVo4>. There is also a website <http://suctaichi.com/> containing Chi assets; a library of books, magazines and videos related to success in business, spirituality and male lifestyle subjects; 'Chi & You' pages featuring expert as well as reader opinions related to their interpretations of Chi; and fact sheets regarding the rhino horn.

The project will disseminate the lessons learned from the project to a number of other key audiences including representatives from rhino range states, other current consumer countries and conservationists, enabling the sharing of information amongst key partners and stakeholders in rhino conservation. The behavioural change model approach will also be written up in a peer-reviewed journal and presented in other publications and will be presented at several events.

Government involvement in the project's activities has been an important aspect of the project, developing its capacity to lead and implement further work on reducing demand for rhino horn (and other endangered species products) after this project has been completed. This has been successful as demonstrated by output 3, in which several government departments have been engaged.

Additional funding has been secured to continue the Chi campaign and the evaluation of the behaviour change past June 2016.

14. IWF Challenge Fund Identity

It has been difficult to publicise the IWT Challenge Fund as no logo has been developed for us to use on communications; this was discussed several times with the LTS team. We would like to have included it on the website, for example. Whenever possible, the IWT Challenge Fund and UK government have been mentioned for example the Chi launch press release, Chi A4 folder, Chi bag and CSR guidebook.

15. Project Expenditure

Table 1 Project expenditure during the reporting period (April 2015-March 2016)

Project spend (indicative) since last annual report	2015/16 Grant (£)	2015/16 Total actual IWT Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				Due to identifying behaviour change experts within Vietnam, less money was spent on travel and more on this area to take advantage of opportunities to do more activities
Overhead Costs				PSI's agency costs were slightly higher than expected in the original budget
Travel and subsistence				We were able to avoid spending money on international flights as we identified consultants through PSI within Vietnam, we have therefore underspent on this budget line
Operating Costs				
Capital items (see below)				
Others (see below)				
TOTAL	134,98	134,98		

16. OPTIONAL: Outstanding achievements of your project during the reporting period (300-400 words maximum). This section may be used for publicity purposes

Annex 1: Report of progress and achievements against Logical Framework for Financial Year 2014-2015

Project summary	Measurable Indicators	Progress and Achievements April 2014 - March 2015	Actions required/planned for next period
<p>Impact</p> <p>Demand for rhino horn in Vietnam declines by 50% by 2020, contributing to rhino conservation through reduced rhino poaching and delivery of CITES and CBD commitments, including consumer demand reduction.</p>		<p>The project is making good progress with developing a model approach for demand reduction, which is in line with CITES-supported demand reduction strategy, and delivering Vietnam's commitments to CITES and CBD</p>	
<p>Outcome</p> <p>By May 2016, demand for rhino horn reduced by 25% in two consumer groups in Vietnam through evidence-based behaviour-change, demonstrating best practice for replication and contributing to rhino conservation.</p>	<p>By Dec 2014 key "Influencers" (businessmen, media, medical professionals, and Vietnamese Government officials) demonstrate proactive support and participation in the demand reduction approach.</p> <p>By May 2016, there is a qualitative reduction in emotional (social status) and functional (perceived medicinal value) motivators for consumption of rhino horn, expressed in two key consumer groups in Vietnam (Men over 40 and Intenders) against the 2013 baseline.</p> <p>By May 2016, there is a 25% reduction in consumption of rhino horn within a sample of potential, indicative consumers in Vietnam demonstrated through consumer research, as compared to the 2013 baseline (4%) (i.e., percentage of self-confessed consumers in indicative survey sample reduces by 25%).</p> <p>Best-practice approaches for behaviour change are demonstrated (in line with CITES-supported</p>	<p>The project has made good progress on engaging important influencers, such as umbrella groups for businesses, government officials. The campaign has also had good support from the media.</p> <p>A behaviour change model approach is being developed and continuously evaluated to ensure it can feed into other behaviour change campaigns.</p> <p>Unfortunately we are not seeing any signs of a poaching decreasing at</p>	<p>This next period will see the final rollout of the Chi campaign where we plan to strengthen and nurture relationship with key influencers through face-to-face meetings, and collaborative activities such as: training workshops on related themes of corporate social responsibility, and social marketing, networking events.</p> <p>We also intend to work with the government a lot more to ensure their full support for the campaign on-going.</p>

	<p>demand reduction strategy and Decision 16.85) resulting in development of an approach for reducing demand for illegal wildlife products that is recognised by CITES at the 2016 CoP and by other conservation groups.</p> <p>By May 2016, there is a 10% reduction in the poaching of rhinos in South Africa for rhino horn</p>	<p>this stage and it may require a longer period of time to see the impact of the campaign directly on poaching.</p>	
<p>Output 1. Strategy, work plan and implementation framework: to reduce demand for rhino in Vietnam is produced; 2013 consumer research is consolidated and analysed within this and a clear, objective, theoretical basis for activities targeting at least two key consumer groups (Men over 40 and Intenders) is produced as a result.</p>	<p>A Network of Behaviour-Change Experts (NBCE) engaging on rhino horn in particular and wildlife consumption in general is established by October 2014.</p> <p>Technical Advisory Group (TAG) to guide the project formed by December 2014.</p> <p>Communication channels for effectively reaching the two key consumer groups are identified by December 2014.</p> <p>By December 2014, a detailed behaviour-change strategy is completed and outlines at least two campaign strategy options (based on eight benchmark criteria to quality-assure social-marketing interventions) that both aim to reduce the demand for rhino horn in at least two key consumer groups by 25% by May 2016.</p> <p>Key messages to effectively address consumption of rhino horn developed, tested and agreed on by NBCE and TAG for at least two key consumer groups by February 2015.</p> <p>By June 2015, a framework for delivering a</p>	<p>TRAFFIC has managed to establish connections with over 60 behaviour change experts as part of their overall behaviour change programme; experts have consulted on the project on an <i>ad hoc</i> basis rather than forming a fixed group.</p> <p>A behaviour change campaign has been developed using Traffic's demand reduction guidelines. During the campaign development the following campaign research activities were conducted:</p> <p>i) Pre-testing of the Chi campaign creative concepts:</p> <ul style="list-style-type: none"> • Messaging and logo options was tested during the development phase prior to finalisation, through small focus groups with businessmen, representative of the consumer archetype Mr L • The messaging targeting consumers of rhino horn for perceived medicinal properties, was developed with TM practitioners, retailers, etc. <p>ii) Design and data collection for baseline survey to monitor campaign coverage and results</p> <p>iii) Monitoring of initial Chi campaign billboard placement.</p> <p>A campaign placement plan was developed to achieve behaviour change among urban residents of Hanoi and HCMC. The placement plan includes the following main communication channels for the first phase of the campaign (Be Aware, Masculine Appeal, Spirituality & Boardroom):</p> <ul style="list-style-type: none"> • Outdoor billboards targeted near high-end residential and recreational areas in both cities • Online interactive and banner content • Targeted placement of standees and paper—i.e. frequent 	

	behaviour-change strategy is designed and incorporates benchmark criteria for social-marketing interventions.	<p>flier ticket holder—materials through Vietnam airlines</p> <ul style="list-style-type: none"> • Interactive, face-to-face engagement events in both social (i.e. golf clubs) and business settings (i.e. networking lunches in collaboration with the Young Business Leaders Association, etc.) <p>The placement plan is being updated every two months with regular updates following evaluation of effectiveness and implementation.</p>
<p>Activity 1.1</p> <p>Research to identify influencers / key opinion leaders for consumer groups</p>		<p>For government agencies, we managed to identify and approached the following key influencers:</p> <ul style="list-style-type: none"> • CITES MA: Mr Do Quang Tung, Director • CCCE: Mr Bui Ngoc Manh, Director, Centre for Scientific and Professional and Archives • TMA: Dr Nguyen Hoang Son, Vice Director • Centre for Women and Development: Ms Luu Nguyet Minh, Vice Director, Information and Counselling centre for Women <p>For business umbrella groups, we identified and worked with:</p> <ul style="list-style-type: none"> • VCCI, Danang Branch: Ms Truong Thi Kim Anh, Vice Director, • VCCI: Ms Le Thu Thuy, Vice Director, Small and Medium Promotion Centre <p>For corporation partners, we have identified:</p> <ul style="list-style-type: none"> • Vietnam Post Telecommunications: Ms Bui Thi Duyen, Executive Editor Department, Information Society Magazine • Phu Long Real Estate Corporation: Mr Phung Chu Cuong, General Director • PricewaterhouseCoopers Vietnam: Mr Nguyen Viet Thinh, Director, Advisory Services
<p>Activity 1.2</p> <p>Identify behaviour-change experts to join network; establish network through meetings, correspondence, online discussion group; maintain regular</p>		<p>Connections have been made with over 60 behavioural change experts, as part of TRAFFIC’s overall behavioural change programme, therefore benefitting the work in Vietnam and</p>

<p>communication with network and involve in activities</p>	<p>beyond. Many conversations regarding how to structure and streamline behavioural change messaging and strategic approaches have been conducted, including specifically with experts in Viet Nam, although this has largely been in an <i>ad hoc</i> consultative manner as specific issues have come up.</p> <p>A 'LinkedIn discussion group' has been developed more recently, in order to promote the exchange of ideas around innovative approaches and best practice, to benefit the work in Vietnam and beyond.</p>
<p>Activity 1.3</p> <p>Identify subset of network members to establish Technical Advisory Group (TAG); develop ToRs, methods and schedule of engagement; maintain regular updates</p>	<p>The first meeting with TAG has taken place. The next step of engagement will be:</p> <ul style="list-style-type: none"> • An online discussion group will be set up for TRAFFIC to share information and seek further support, suggestions and feedback from experts • Side meetings on particular issues will be set up with certain experts to save time <p>We will continue to identify suitable experts to join TAG; different relevant backgrounds would bring different experiences and useful suggestions to enhance the implementation of the campaign.</p>
<p>Activity 1.4</p> <p>Mapping of communication channels; identifying priority channels for key consumer groups; draft plan of engagement; initial approaches made to media and communication channels</p>	<p>The initial phase of this was completed and now the placement plan is being updated every two months with regular updates following evaluation of effectiveness and implementation.</p>
<p>Activity 1.5</p> <p>Meeting with project partners and stakeholders to develop detailed strategy</p>	<p>This is an on-going activity.</p> <p>Continue meet up with project partners such as:</p> <ul style="list-style-type: none"> • Government agencies • Business umbrella groups • Business training institutions <p>And look at opportunity to reach out to other stakeholder groups that can reach Mr. L:</p>

	<ul style="list-style-type: none"> • Spiritual or religious groups • Education: International schools • CSOs: Women's Group • Community-based approach to get to Mr L
Activity 1.6 Coordinate review of strategy	The strategy is being updated frequently to make sure the campaign can continue to keep the interest of stakeholders, partners and try to improve execution of any activities.
Activity 1.7 Meeting with creative experts to brainstorm messaging and branding (including Government)	PSI has extensive experience in campaigns in Vietnam. PSI leads on the development of the campaign messaging and branding with a creative agency called Clipper Indochine, which was then reviewed several times with TRAFFIC
Activity 1.8 Testing and finalisation of messaging	The four creative concepts developed in collaboration with Clipper Indochine were based on evidence collected through a qualitative, in-depth study completed by PSI earlier in 2014, and with feedback from users of rhino horn collected through campaign pre-testing.
Activity 1.9 Develop and agree on framework for delivery with regular updates following evaluation of effectiveness and implementation	A detailed framework or behavioural change 'Action Plan' specific to Vietnam was drafted within the project period, and is in the process of being updated, alongside refinements being made to the 'Chi' campaign placement plan and in line with MoUs with VCCI and the TMA. The strategic approaches outlined in this Plan have been the subject of discussion during the inaugural IWT TAG.
Activity 1.10 Workshop to share finalised strategy and framework with partners and stakeholders	<p>Several workshops and meetings were held in order to share the strategy and framework with partners/stakeholders. We have also used this activity as an opportunity to evaluate/monitor and receive feedback from our partners and stakeholders on the Chi campaign strategy and its framework to communicate, for example:</p> <ul style="list-style-type: none"> • We have held regular workshops around the Chi campaign messaging, the delivery of activities, survey results etc. with PSI to ensure quality delivery and increase reach of the campaign

		<ul style="list-style-type: none"> We delivered two workshops for the MoH TMA practitioners. These workshops included a session in which the practitioners and pharmacists reviewed and commented on the communication materials (aligned with the Chi campaigns message) that will be dispersed amongst TMA practitioners in 2015 <p>This activity is co-funded by other donors.</p>
<p>Output 2.</p> <p>Messaging and communication materials: produced with and disseminated by appropriate "influencers" (e.g. business leaders, Government agencies, Traditional Medicine Associations, etc.), providing a foundation for activities to reduce rhino horn consumption rates and address emotional and functional motivators for consumption amongst at least two key target audiences.</p>	<p>Communication materials and products designed and produced using agreed messaging and in line with the behaviour change strategy by June 2015.</p> <p>One influential international business leader identified and engaged in developing messaging to Vietnamese business community by July 2015.</p> <p>Three influential Vietnamese opinion leaders (e.g. business leaders, government agencies, Traditional Medicine associations, etc.) identified and engaged in developing demand-reduction strategy and messaging by December 2015.</p> <p>Four Government agencies (e.g. CCCE, MARD, Ministry of Natural Resources and Environment (MoNRE), MoH, etc.) involved in developing demand-reduction strategy and messaging by April 2015.</p> <p>One Traditional Medicine Association (e.g. Hanoi TMA) involved in developing demand-reduction strategy and messaging by May 2015.</p> <p>Vietnamese state-controlled media engaged through cooperation with relevant Government Agency (CCCE) to assist in disseminating messaging targeting consumer groups by June 2015.</p>	<p>Chi Campaign approved and was launched in Sep 2014</p> <p>A lot of work has been done to engage and work with VCCI, business associations, and business/corporate training institutions/projects to engage other international influencers.</p> <p>We managed to identify and approach the following influential opinion leaders:</p> <ul style="list-style-type: none"> CITES MA: Mr Do Quang Tung, Director CCCE: Mr Bui Ngoc Manh, Director, Centre for Scientific and Professional and Archives TMA: Dr Nguyen Hoang Son, Vice Director Centre for Women and Development: Ms Luu Nguyet Minh, Vice Director, Information and Counselling centre for Women <p>For corporation partners, we have identified:</p> <ul style="list-style-type: none"> Vietnam Post Telecommunications: Ms Bui Thi Duyen, Executive Editor Department, Information Society Magazine Phu Long Real Estate Corporation: Mr Phung Chu Cuong, General Director PricewaterhouseCoopers Vietnam: Mr Nguyen Viet Think, Director, Advisory Services <p>Created a clear work plan with TMA as attachment to the MoU and closely monitored and implemented the planned activities</p> <p>Worked with state-controlled media contacts</p> <ul style="list-style-type: none"> VCCI, Danang Branch: Ms Truong Thi Kim Anh, Vice

		<p>Director</p> <ul style="list-style-type: none"> VCCI: Ms Le Thu Thuy, Vice Director, Small and Medium Promotion Centre
<p>Activity 2.1</p> <p>Design communication materials and products</p>		<p>The four creative concepts were developed in collaboration with Clipper Indochine through the management of PSI. All four concepts were designed using consistent colour, code, messaging and logo design, centred on the Vietnamese concept of 'Chi' or inner strength/will.</p> <p>PSI oversaw all aspect of creative execution as follows: model selection, photoshoot supervision, creative refinement based on feedback from TRAFFIC as well as the target audience, etc.</p>
<p>Activity 2.2</p> <p>Stakeholder meeting and consultation to agree on design materials</p>		<p>PSI worked closely with TRAFFIC and other creative partners at every step of the creative process including developing a creative brief, selecting a creative agency, reviewing and interpreting pre-test findings, finalising creative content and developing a placement plan. These stakeholder meetings and other informal opportunities for other key stakeholder to comment and input on the campaign were created. For example Mr Tung Do Quang, Director of the CITES Management Authority, was key in providing the support to the Chi campaign by working closely with TRAFFIC to ensure formal approvals were in place for the campaign launch on 22 September 2014.</p>
<p>Activity 2.3</p> <p>Production of communications materials</p>		<p>The initial communication materials have all been designed but others are still being developed throughout the course of the project. The communication materials that have been developed so far are:</p> <ul style="list-style-type: none"> Billboards Online banners Materials to give out at events: cover folders, brochures, pens, bookmarks, name card, Chi tote bags, CSR guidebook Campaign displays for events A website: www.suctaichi.com

		<ul style="list-style-type: none"> • Direct mail to credit card customers and airline passengers • E-cards
Activity 2.4 Engage and manage international "influencer"		A lot of work has been done to engage and work with VCCI, business associations, and business/corporate training institutions/projects to engage other international influencers. Currently in discussion with United for Wildlife regarding opportunities.
Activity 2.5 Engage and manage Vietnamese "influencers"		<p>A lot of work has been done to work with government agencies such as:</p> <ul style="list-style-type: none"> • Ministry of Health (MoH); Central Committee of Communication and Education (CCCE); Ministry of Agriculture and Rural Development (MARD); Vietnam Post Telecommunication (VNPT) • Vietnam Chamber of Commerce and Industry (VCCI) plus business umbrella groups to reach a wide selection of businesses
Activity 2.6 Engage and consult with Government agencies through face-to-face meetings		As in activity 2.5, we have engaged with several government agencies on this project and meet regularly
<p>Output 3.</p> <p>Targeted activities to change behaviour: by undermining emotional and functional motivators for rhino horn consumption, including hosting business receptions and high-profile events, developing corporate and Government codes of conduct and ethical standards, launching media campaigns, publishing opinion pieces, etc.</p>	<p>Four receptions, lectures, talks by "influencers" (e.g. businessmen, business advisors, management consultants, authors of business books, etc.) hosted for participants representing key target groups through collaboration with local business by January 2016.</p> <p>Contributions to the development of two codes of conduct, ethical standards, or Corporate Social Responsibility policies and strategies for local business by June 2016.</p> <p>Publication of joint editorials, opinion pieces, features, from five members of the business</p>	<p>There have been a substantial number of events at which the campaign has already been displayed, including three high end golf events; a workshop for Vietnamese Association of Women Entrepreneurs; a booth at the Young Business People's Association of VN and at the Global Entrepreneurship Week event organised by the VN Chamber of Commerce and Industries plus the Wildlife Gala Dinner hosted by WCS in HCMC, attended by Government officers (high-ranking), celebrities and business leaders</p> <p>We have delivered a CSR presentation to the Danang branch Chamber of Commerce and Industry and are now working with companies to implement ethical codes of conduct relating to wildlife consumption in their codes of conduct.</p>

	<p>community, in leading economic, financial or current affairs media by February 2016.</p> <p>Public statements from Government agencies and/or high-ranking Government official (e.g. MoH, MoNRE, CCCE, etc.) supporting the communications messaging by June 2016.</p> <p>Implementation of media campaign featuring identified "influencers" and communications messaging from June 2015.</p>	<p>Further work we intend to do includes developing Codes of Conduct that have zero tolerance for the consumption of threatened species products for corporate and/or social gifting purposes; developing content with HR Managers in induction manuals, and inviting staff to sign a declaration that they will not consume threatened species products.</p> <p>We also intend to engage partners in delivering public lectures, talks, and speeches at business receptions, dinners, trade fairs and other corporate events. The potential to have experts or 'corporate leaders' writing articles in leading corporate affairs, finance and business management magazines are also being explored. There are opportunities to partner with companies to work on developing exhibitions for staff in corporate lobbies, staff intranets, noticeboards, LCD screens and other communication channels.</p> <p>We have plans to work with MoNRE and MARD more due to the outcomes of a peer-reviewed paper that is being written from the recent results of PSI's behaviour change survey.</p> <p>A PR campaign is planned to follow the current digital media advertisement</p>
<p>Activity 3.1</p> <p>Organise high-profile corporate engagement events with Vietnamese business leaders to deliver messages to key consumer groups</p>		<p>We have held three important golf tournaments, which have been important opportunities to engage with Mr L.</p> <p>Two golf high-end interactive to identify and promote campaign ambassadors as well as numerous men who are willing and able to say no to rhino horn and to propel new social norms were held in October and December 2014.</p> <p>In March 2015, Chi messaging was integrated into a Forbes Vietnam 2015 Golf Tournament at Long Thanh Golf Club, outside of Ho Chi Minh City. At this third golf event, more than 150 successful entrepreneurs and golfers were exposed to Chi messaging through co-sponsorship of event banners and other materials, Chi representatives, the Chi interactive game and discussions with PSI's interpersonal communicator team. The event was cross-promoted through the Chi website, which resulted in a 38% increase in website engagement during the month of March as compared to the previous month. A separate monitoring report on the event, including pictures and quotes is</p>

	<p>available.</p> <p>The project set up a booth at the Vietnam CEO Forum in September 2014 in HCMC, reaching out to over 1,000 people. The event was organised by the Young Business People's Association of VN.</p> <p>The project had a booth at the Global Entrepreneurship Week event organised by the VN Chamber of Commerce and Industries in Hanoi (November 2014). This was attended by over 200 people and the 10 leading business media (TV, print and online). TRAFFIC produced information relating to the trade in rhino horn that was distributed to all participants as part of their conference packages.</p> <p>We attended the Wildlife Gala Dinner hosted by WCS in HCMC, attended by Government officers (high-ranking), celebrities and business leaders. TRAFFIC delivered a presentation to those present and communication materials were distributed. This also provided an excellent networking opportunity.</p> <p>In 2015, we will continue identify relevant business events to gain campaign exposure and to engage more Mr L. We are organising a Bike Ride for business leaders in central Vietnam – scheduled for 27 June 2015 with VCCI - Da Nang Branch and the Da Nang Foreign Direct Investment Club. We will explore further opportunities to co-host high-level meetings for key influencers who are board directors or executive leaders of VCCI, Foreign Direct Investment Club and Saigon CEO club.</p>
<p>Activity 3.2 Disseminate message through social media and internet avenues (e.g. Google)</p>	<p>A digital campaign was launched along with the Chi website. This included a 6-week banner promotion</p> <p>A PR campaign is being launched for two months during May and June 2015, targeting all the most popular newspapers & magazines with informative articles highlighting stories from companies and individual businessman who support the campaign.</p> <p>We are working with Otofun forum (the top website/forum on automobiles in Vietnam with close to 30 million views per month, 80% members are male, among which 60% are aged 30-50) to organize a simple contest (Write 'What Chi means to me' with</p>

	<p>free prizes from commercial partners that PSI has been able to secure e.g. full day pass to play golf) on their forum in late April 2015. We will develop and provide an introduction piece of the campaign and our contest along with the link to play our personality quiz and complete 'What Chi means to me' questionnaire for the forum's admin team to post and mark as a sticky thread (placed permanently at the top of its social box) for two weeks.</p>
<p>Activity 3.3 High-profile event directed at key consumer groups – e.g. TEDx</p>	<p>We are organising business seminars in partnership with Vietnam Business Association/ HN-HCMC Stock Exchange: two in Hanoi and two in HCMC from March-May. Well-known businessmen who meet campaign criteria will be motivated to participate as volunteers — as speakers on topics of interest to Mr L e.g. investment strategies, preparing for Vietnam's inclusion in ASEAN Free Trade in 2015, etc. At the seminar, campaign displays and presentations will be included in the context of 'C-suite responsibility for showing leadership to protect Vietnam's resources, reputation and future.' Participants will be businessmen who are members of the Vietnam Business Association and specifically match demographic criteria linked to Mr L's archetype. These networking seminars will focus on the extraordinarily important issues that surround the ASEAN Free Trade Zone in 2015, in which Vietnam will be part. Mr L and his colleagues have a large stake in the successful outcome of Vietnam's inclusion. This will be an opportunity for high-level businessmen to get together to speak on this urgent issue for Vietnam's business community.</p>
<p>Activity 3.4 Messages placed in prominent magazines or newspapers</p>	<p>At the launch of the Chi campaign, there was a full media campaign that was covered in more than 47 articles and news pieces including television coverage on four channels, prestigious newspaper/magazine and online coverage through more than 40 different channels accessible to urban men in the target audience. The Chi Campaign was featured in a 15-minute interview on national Vietnamese television in English with Vietnamese subtitles: https://www.youtube.com/watch?v=eNLzF7xqVo4 As mentioned in activity 3.2, a further PR campaign targeting</p>

	newspapers and magazines is being launched
<p>Activity 3.5 High-profile Government champion identified to raise the profile of the issue</p>	<p>For government agencies, we managed to identify and approach the following key influencers:</p> <ol style="list-style-type: none"> 1. CITES MA: Mr Do Quang Tung, Director 2. CCCE: Mr Bui Ngoc Manh, Director, Centre for Scientific and Professional and Archives 3. TMA: Dr Nguyen Hoang Son, Vice Director 4. Centre for Women and Development: Ms Luu Nguyet Minh, Vice Director, Information and Counselling Centre for Women <p>We trust these officials to uphold the moral and ethical considerations behind the Chi Campaign (see lessons learned).</p>
<p>Activity 3.6 Workshops with Doctors' associations and medical service providers to disseminate message</p>	<ol style="list-style-type: none"> 1. Development of an academic curriculum covering conservation issues, wildlife management regulations that will be taught to TM students at universities and institutes in Hanoi and HCMC to stop using medicinal products sourced from endangered species. 2. Behaviour change assessment for TM practitioners who participated in previous workshops in HCMC, Hanoi and Ha Tinh. 3. Capacity building for staff of the Traditional Medicine Administration to identify more champions. <p><i>(These activities are co-funded by other donors.)</i></p>
<p>Output 4 Summative evaluation report: compiled including consumer-research study to measure impact of activities on attitudes and behaviour against 2013 baseline, providing insights into what worked and why, and how these results can be replicated by CITES, other rhino horn consumer countries and the broader conservation community.</p>	<p>Assessment of project annual progress reports monitoring and evaluating the effectiveness of specific activities and messaging.</p> <p>Completion of repeat comparative consumer research to 2013 baseline study using similar methods and across indicative sample by February 2016.</p> <p>Convening of expert and stakeholder workshop to evaluate methods and impact,</p> <p>A detailed 'Action Plan' specific to Vietnam was drafted within the project period, and is in the process of being updated, alongside refinements being made to the 'Chi' campaign placement plan and in line with MoUs with VCCI and the Traditional Medicine Administration. The strategic approaches outlined in this Plan have been the subject of discussion during the inaugural IWT TAG.</p> <p>The effectiveness of the Chi activities are assessed and adaptively managed through the placement plan reviews with PSI every two months. This provides the foundation to ensure that the project's annual progress reports have informed information. TRAFFIC Vietnam has processes and systems in place to</p>

	<p>share lessons learned and identify priority countries, species and commodities for future demand reduction initiatives with project partners and stakeholders by April 2016.</p> <p>Production and TAG approval of evaluation report including lessons learned and report made available for uptake and consideration by May 2016.</p>	<p>effectively manage and ensure the effectiveness of activities.</p> <p>The repeat customer survey will take place in June 2016, at the end of the delivery of the campaign, to effectively measure the behaviour change effect of the campaign; an independent company will carry this out.</p>
<p>Activity 4.1</p> <p>Ongoing monitoring and evaluation of activities and messaging</p>		<p>TRAFFIC Vietnam will conduct frequent meetings with creative partner PSI to review strategies and the placement plan.</p>
<p>Activity 4.2</p> <p>Continual engagement with TAG</p>		<p>This is on-going (see 1.3).</p>
<p>Activity 4.3</p> <p>Repeat consumer research undertaken and analysed including report publication</p>		<p>This is planned for May 2016, which is two months later than initially intended. The change has been made to allow the full campaign to be completed before conducting the research.</p>
<p>Activity 4.4</p> <p>Expert and stakeholder workshop organised and undertaken</p>		<p>To be organised in 2016.</p>
<p>Output 5</p> <p>Report and inputs prepared for CITES meetings, the Rhino Working Group, and the broader conservation community, consolidating results and lessons learned and elaborating a robust model to implement best practice demand-reduction activities for endangered species.</p>	<p>Production of reports and documents for CITES meetings, the Rhino Working Group and other relevant stakeholders with input from all project partners and stakeholders by CITES CoP in 2016 and subsequent CITES meetings.</p> <p>Hosting of Demand Reduction Side Event at CITES CoP17 in 2016 to share experiences and highlight project outcomes as a model for future initiatives.</p> <p>Acceptance for publication of peer reviewed journal article outlining project results by June 2016.</p>	<p>We are currently planning work that will deliver this output.</p>

Activity 5.1 Documents for CITES Standing Committee meetings written, reviewed and submitted	Ongoing and will be delivered in 2016.
Activity 5.2 Presentation of documents of project at CITES Meetings	Ongoing and will be delivered in 2016.
Activity 5.3 Demand Reduction Side Event planned and executed at CITES CoP17	Ongoing and will be delivered in 2016.
Activity 5.4 Journal article written and submitted to journal	Ongoing and will be delivered in 2016.
Activity 5.5 Presentation of the project at AfRSG and AsRSG meetings	Will be delivered at the AfRSG meeting in February 2016. No meeting is planned for the Asian Rhino Specialist Group.

Annex 2 Logframe

Impact

(Max 30 words)

Demand for rhino horn in Vietnam declines by 50% by 2020, contributing to rhino conservation through reduced rhino poaching and delivery of CITES and CBD commitments, including consumer demand reduction.

Outcome

(Max 30 words)

By May 2016, demand for rhino horn reduced by 25% in two consumer groups in Vietnam through evidence-based behaviour-change, demonstrating best practice for replication and contributing to rhino conservation.

Measuring outcomes - indicators

Indicator 1	By Dec 2014 key “Influencers” (businessmen, media, medical professionals, and Vietnamese Government officials) demonstrate proactive support and participation in the demand reduction approach.
Indicator 2	By May 2016, there is a qualitative reduction in emotional (social status) and functional (perceived medicinal value) motivators for consumption of rhino horn, expressed in two key consumer groups in Vietnam (Men over 40 and Intenders) against the 2013 baseline.
Indicator 3	By May 2016, there is a 25% reduction in consumption of rhino horn within a sample of potential, indicative consumers in Vietnam demonstrated through consumer research, as compared to the 2013 baseline (4%) (i.e., percentage of self-confessed consumers in indicative survey sample reduces by 25%).
Indicator 4	Best-practice approaches for behaviour change are demonstrated (in line with CITES-supported demand reduction strategy and Decision 16.85) resulting in development of an approach for reducing demand for illegal wildlife products that is recognised by CITES at the 2016 CoP and by other conservation groups.
Indicator 5	By May 2016, there is a 10% reduction in the poaching of rhinos in South Africa for rhino horn

Verifying outcomes

Indicator 1	<ul style="list-style-type: none"> Project report listing public speeches, events, publications that Influencers have actively participated in.
Indicator 2	<ul style="list-style-type: none"> Qualitative (in-depth interviews / focus groups) consumer market research; Report on current and previous attitudes of target consumer groups; Men over 40; and Intenders; Project monitoring and evaluation reports including consumer-research data and statements from consumers.
Indicator 3	<ul style="list-style-type: none"> Quantitative (computer / doorstep interviews / surveys) consumer-group market research; Report on current and previous behaviour of target consumer groups; Men over 40 and Intenders; Project monitoring and evaluation reports including consumer-research data

	and percentage of consumers.
Indicator 4	<ul style="list-style-type: none"> • Recognition in CITES Standing Committee, CITES CoP and Rhino Working Group documents, and CBD SBSTTA of the approach taken in regards to demand reduction; • Vietnam's achievements in regard to delivery against commitments under CITES Decision 16.85.
Indicator 5	<ul style="list-style-type: none"> • TRAFFIC and IUCN SSC (African Rhino Specialist Group, Asian Rhino Specialist Group) rhino report to CITES including population, distribution and poaching, trade and seizure data for range States; • National-level poaching statistics.

Outcome risks and important assumptions

Assumption 1	Indicative socio-demographic sample secured through the baseline data can be resurveyed through the summative research phase; personal circumstances of consumers have remained largely the same; there has been no major shift in GDP and similar economic indicators.
Assumption 2	International discourse regarding the legalisation of rhino horn trade, or communication materials from other sources (i.e. government announcements regarding the health benefits of rhino horn) do not undermine demand-reduction messaging.
Assumption 3	Government engagement in activities; wider political environment supports demand-reduction messaging without censorship of initiative implementation; Vietnam CITES MA remains committed to delivering actions under CITES Decision 16.85.
Assumption 4	Demand from Vietnam is a major driver of poaching of rhinos in Africa.
Assumption 5	Other consumer markets, e.g. China, do not rapidly develop and expand, overwhelming results in Vietnam.

Outputs

Output 1	Strategy, workplan and implementation framework: to reduce demand for rhino in Vietnam is produced; 2013 consumer research is consolidated and analysed within this and a clear, objective, theoretical basis for activities targeting at least two key consumer groups (Men over 40 and Intenders) is produced as a result.
Output 2	Messaging and communication materials: produced with and disseminated by appropriate "influencers" (e.g. business leaders, Government agencies, Traditional Medicine Associations, etc.), providing a foundation for activities to reduce rhino horn consumption rates and address emotional and functional motivators for consumption amongst at least two key target audiences.
Output 3	Targeted activities to change behaviour: by undermining emotional and functional motivators for rhino horn consumption, including hosting business receptions and high-profile events, developing corporate and Government codes of conduct and ethical standards, launching media campaigns, publishing opinion pieces, etc.
Output 4	Summative evaluation report: compiled including consumer-research study to measure impact of activities on attitudes and behaviour against 2013 baseline, providing insights into what worked and why, and how these results can be replicated by CITES, other rhino horn consumer countries and the broader conservation community.

Output 5	Report and inputs prepared for CITES meetings, the Rhino Working Group: and the broader conservation community, consolidating results and lessons learned and elaborating a robust model to implement best practice demand-reduction activities for endangered species.
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Measuring outputs

Provide detail of what you will measure to assess your progress towards achieving these outputs. You should also be able to state what the change you expect to achieve as a result of this project i.e. the difference between the existing state and the expected end state. You may require multiple indicators to measure each output – if you have more than 3 indicators please just insert a row(s).

Output 1	
Indicator 1	A Network of Behaviour-Change Experts (NBCE) engaging on rhino horn in particular and wildlife consumption in general is established by October 2014.
Indicator 2	Technical Advisory Group (TAG) to guide the project formed by December 2014.
Indicator 3	Communication channels for effectively reaching the two key consumer groups are identified by December 2014.
Indicator 4	By December 2014, a detailed behaviour-change strategy is completed and outlines at least two campaign strategy options (based on eight benchmark criteria to quality-assure social-marketing interventions) that both aim to reduce the demand for rhino horn in at least two key consumer groups by 25% by May 2016.
Indicator 5	Key messages to effectively address consumption of rhino horn developed, tested and agreed on by NBCE and TAG for at least two key consumer groups by February 2015.
Indicator 6	By June 2015, a framework for delivering a behaviour-change strategy is designed and incorporates benchmark criteria for social-marketing interventions.

Output 2	
Indicator 1	Communication materials and products designed and produced using agreed messaging and in line with the behaviour change strategy by June 2015.
Indicator 2	One influential international business leader identified and engaged in developing messaging to Vietnamese business community by July 2015.
Indicator 3	Three influential Vietnamese opinion leaders (e.g. business leaders, government agencies, Traditional Medicine associations, etc.) identified and engaged in developing demand-reduction strategy and messaging by December 2015.
Indicator 4	Four Government agencies (e.g. CCCE, MARD, MoNRE, MoH, etc.) involved in developing demand-reduction strategy and messaging by April 2015.
Indicator 5	One Traditional Medicine Association (e.g. Hanoi TMA) involved in developing demand-reduction strategy and messaging by May 2015.
Indicator 6	Vietnamese state-controlled media engaged through cooperation with relevant Government Agency (CCCE) to assist in disseminating messaging targeting consumer groups by June 2015.

Output 3	
Indicator 1	Four receptions, lectures, talks by "influencers" (e.g. businessmen, business advisors, management consultants, authors of business books, etc.) hosted for participants representing key target groups through collaboration with local business by January 2016.

Indicator 2	Contributions to the development of two codes of conduct, ethical standards, or Corporate Social Responsibility policies and strategies for local business by June 2016.
Indicator 3	Publication of joint editorials, opinion pieces, features, from five members of the business community, in leading economic, financial or current affairs media by February 2016.
Indicator 4	Public statements from Government agencies and/or high-ranking Government official (e.g. MoH, MoNRE, CCCE, etc) supporting the communications messaging by June 2016.
Indicator 5	Implementation of media campaign featuring identified "influencers" and communications messaging from June 2015.

Output 4	
Indicator 1	Assessment of project annual progress reports monitoring and evaluating the effectiveness of specific activities and messaging.
Indicator 2	Completion of repeat comparative consumer research to 2013 baseline study using similar methods and across indicative sample by February 2016.
Indicator 3	Convening of expert and stakeholder workshop to evaluate methods and impact, share lessons learned and identify priority countries, species and commodities for future demand reduction initiatives with project partners and stakeholders by April 2016.
Indicator 4	Production and TAG approval of evaluation report including lessons learned and report made available for uptake and consideration by May 2016.

Output 5	
Indicator 1	Production of reports and documents for CITES meetings, the Rhino Working Group and other relevant stakeholders with input from all project partners and stakeholders by CITES CoP in 2016 and subsequent CITES meetings.
Indicator 2	Hosting of Demand Reduction Side Event at CITES CoP17 in 2016 to share experiences and highlight project outcomes as a model for future initiatives.
Indicator 3	Acceptance for publication of peer reviewed journal article outlining project results by June 2016.

Verifying outputs

Identify the source material the Darwin Initiative (and you) can use to verify the indicators provided. These are generally recorded details such as publications, surveys, project notes, reports, tapes, videos etc.

Output 1	<ul style="list-style-type: none"> • A list of experts engaged including TAG Membership list; • Copies of correspondence with experts; • Meeting minutes from meetings with experts and TAG; • Terms of Reference for TAG; • A report mapping the available and appropriate communication channels; • List of media contacts; • Agreements with media outlets / channels; • A behaviour-change strategy; • Strategy reviewed by TAG and comments compiled into strategy; • Strategy dissemination list; • Record of meetings and discussion on message development; • Campaign messages; • Messages signed off by TAG; • Evaluation report of message testing; • Framework including workplan produced and approved by TAG; • Review and incorporate comments from NBCE.
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Output 2	<ul style="list-style-type: none"> • Communication materials and products including fact sheets, advertisements, Powerpoint presentations, testimonials etc; • Media coverage; • Terms and record of engagement; • Biographic profile; • List of Government participant from workshops and other events; • Meeting records; • Copies of materials and communication products with Government statements and logos; • List of TM participant from workshops and other events; • Copies of materials and communication products with TM statements and logos; • Record of engagement with Vietnamese media agencies including meetings and workshops.
Output 3	<ul style="list-style-type: none"> • Number of events held; • Media coverage (Copies and translations of media articles published); • Invitations and list of attendees; • Record of meetings; • Number and copies of codes of conduct / ethical standards produced; • Copies of published materials; • Photos of events etc.
Output 4	<ul style="list-style-type: none"> • Progress reports; • Records of TAG meetings; • Consumer survey feedback; • Consumer-research results including comparative tables and charts; • Statements from individual consumers; • Workshop evaluation and recommendations report; • List of workshop participants; • Project evaluation report; • Record of distribution of the evaluation report.
Output 5	<ul style="list-style-type: none"> • CITES documents and records of meetings; • TRAFFIC articles and reports; • Records of feedback from other stakeholders; • AfRSG and AsRSG meeting proceedings; • CITES meeting schedule; • Agenda and flyers of Demand Reduction Side Event; • Demand Reduction Side Event report and photos; • Copy of manuscript and acceptance letter.

Output risks and important assumptions

You will need to define the important assumptions, which are critical to the realisation of the achievement of your outputs. It is important at this stage to ensure that these assumptions can be monitored since if these assumptions change, it may prevent you from achieving your expected outcome. If there are more than 3 assumptions please insert a row(s).

Assumption 1	Behaviour change experts open to collaboration and joining the technical advisory group; no conflict from other initiatives; remain engaged and supportive.
Assumption 2	Communication channels utilised are accessible and appropriate for key consumer groups; political environment supports demand-reduction messaging without censorship.
Assumption 3	Network of behaviour-change experts are able to agree on communication messages and an approach.
Assumption 4	An effective strategy is developed with no major delays.
Assumption 5	Key influencers including the Government of Vietnam, Ministry of Health, local businesses will be interested and willing to engage in activities.

Assumption 6	Media agencies are accessible and willing to report on the issue; journalists are aware of issues around wildlife trade and rhino horn consumption; wider political environment supports demand-reduction messaging without censorship.
Assumption 7	Representative socio-demographic sample secured through the baseline data can be resurveyed through the summative research phase; personal circumstances of consumers have remained largely the same; there has been no major shift in GDP and similar economic indicators.
Assumption 8	Activities completed with no major delays; TAG remains engaged and supportive.
Assumption 9	CoP17 schedule allows for Side Event; project partners and stakeholders willing to provide input to reports to CITES; CITES participation at Side Event by a range of parties; acceptance of report on activities and approach.

Activities

Define the tasks to be undertaken by the research team to produce the outputs. Activities should be designed in a way that their completion should be sufficient and indicators should not be necessary. Risks and assumptions should also be taken into account during project design.

Output 1	
Activity 1.1	Research to identify influencers / key opinion leaders for consumer groups
Activity 1.2	Identify behaviour-change experts to join network; establish network through meetings, correspondence, online discussion group; maintain regular communication with network and involve in activities
Activity 1.3	Identify subset of network members to establish Technical Advisory Group (TAG); develop ToRs, methods and schedule of engagement; maintain regular updates
Activity 1.4	Mapping of communication channels; identifying priority channels for key consumer groups; draft plan of engagement; initial approaches made to media and communication channels
Activity 1.5	Meeting with project partners and stakeholders to develop detailed strategy
Activity 1.6	Coordinate review of strategy
Activity 1.7	Meeting with creative experts to brainstorm messaging and branding (including Government)
Activity 1.8	Testing and finalisation of messaging
Activity 1.9	Develop and agree on framework for delivery with regular updates following evaluation of effectiveness and implementation
Activity 1.10	Workshop to share finalised strategy and framework with partners and stakeholders

Output 2	
Activity 2.1	Design communication materials and products
Activity 2.2	Stakeholder meeting and consultation to agree on design materials
Activity 2.3	Production of communications materials
Activity 2.4	Engage and manage international "influencer"
Activity 2.5	Engage and manage Vietnamese "influencers"
Activity 2.6	Engage and consult with Government agencies through face-to-face meetings

Activity 2.7	Engage and discuss with TM associations through face-to-face meetings
Activity 2.8	Engage with Vietnamese media and communications channels to assist in disseminating messaging through workshops and meetings

Output 3	
Activity 3.1	Organise reception, lectures, talks for business leaders with high-profile international business leader
Activity 3.2	Organise high-profile corporate engagement events with Vietnamese business leaders to deliver messages to key consumer groups
Activity 3.3	Disseminate message through social media and internet avenues (e.g. Google)
Activity 3.4	High-profile event directed at key consumer groups – e.g. TEDx
Activity 3.5	Messages placed in prominent magazines or newspapers
Activity 3.6	High-profile Government champion identified to raise the profile of the issue
Activity 3.7	Workshops with Doctors' associations and medical service providers to disseminate message
Activity 3.8	Public event involving key medical professionals
Activity 3.9	Design and produce a series of YouTube viral videos with key influencers in Vietnamese
Activity 3.10	Targeted direct mail through credit card and airline mileage statements

Output 4	
Activity 4.1	Ongoing monitoring and evaluation of activities and messaging
Activity 4.2	Continual engagement with TAG
Activity 4.3	Repeat consumer research undertaken and analysed including report publication
Activity 4.4	Expert and stakeholder workshop organised and undertaken
Activity 4.5	TAG approval of evaluation report

Output 5	
Activity 5.1	Documents for CITES Standing Committee meetings written, reviewed and submitted
Activity 5.2	Presentation of documents of project at CITES Meetings
Activity 5.3	Demand Reduction Side Event planned and executed at CITES CoP17
Activity 5.4	Journal article written and submitted to journal
Activity 5.5	Presentation of the project at AfRSG and AsRSG meetings

Annex 3 Standard Measures

Annex 4 Onwards – supplementary material (optional but encouraged as evidence of project achievement)

I have e-mailed assets from the Chi campaign, these include the main images that have been placed on Billboards (see PowerPoint) and placed on website banners. I have also sent a CSR policy document and a brochure explaining the campaign.

The overall behaviour change strategy governing TRAFFIC's work in VN is as here: <http://www.traffic.org/home/2011/11/25/creative-experts-devise-multi-layered-strategies-to-curtail.html>. This informed the development of the CITES Rhino Horn Demand Reduction Strategy which I have also e-mailed.

An outline of the collaborative expert support programme for Behaviour Change Experts, is attached for information.

Below is a list of TAG members

1. Mr Vu Dang Hung - CEO & Creative Director, MGM Megamedia Company Limited
2. Mr Lai Tien Manh - Managing Director, MIBRAND
3. Mr. Truong Van Dao - PhD, Research Fellow, Social Marketing Specialist
4. MD.Trinh Ngoc Quang - Deputy Director, Centre for Communications and Health Education, Ministry of Health
5. Ms. Ly Thu Hien - Head of Training Department, Centre for Communications and Health Education, Ministry of Health

Checklist for submission

	Check
Is the report less than 10MB? If so, please email to IWT-Fund@ltsi.co.uk putting the project number in the subject line.	Yes
Is your report more than 10MB? If so, please discuss with IWT-Fund@ltsi.co.uk about the best way to deliver the report, putting the project number in the subject line.	
Have you included means of verification? You need not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Attached with e-mail
Do you have hard copies of material you want to submit with the report? If so, please make this clear in the covering email and ensure all material is marked with the project number.	No
Have you involved your partners in preparation of the report and named the main contributors	Yes
Have you completed the Project Expenditure table fully?	Yes
Do not include claim forms or other communications with this report.	