



IWT Challenge Fund Project Information

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Project Title	Reducing rhino horn demand through behaviour change in Viet Nam
Country(ies)	Viet Nam
Contract Holder Institution	Save the Rhino International
Partner Institution(s)	TRAFFIC in Viet Nam
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1. Project Summary

Rhino poaching is the greatest threat to the survival of the black, white and Indian rhino species. In 2016 the number of rhinos poached in South Africa alone was 1,054. This is a slight decrease on previous years however evidence has shown that criminal gangs have moved into other countries such as Namibia and Zimbabwe as protection has increased in South Africa. Poaching figures from these two countries have not been released.

In the majority of areas where rhinos live, many of the local people rely on wildlife to generate an income through tourism and sustainable use. Poaching threatens the livelihoods of these communities and brings with it a threat of violence from poaching gangs. By reducing the threat of poaching, these communities will have a more secure livelihood.

Demand for rhino horn in Viet Nam was identified as one of the biggest drivers of rhino poaching and the illegal trade in rhino horn. Decisions taken by CITES Parties in 2013 compelled the Government of Viet Nam to engage in demand reduction work. 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 limited only by access and income.

The project focused on changing the behaviour of these two key consumer groups in order to reduce the overall demand for rhino horn in Viet Nam. It is hoped that by reducing this demand the project will contribute to a reduction in rhino poaching.

The map below is of Viet Nam, the project was carried out in the cities of Hanoi in the north and Ho Chi Minh City in the south. These locations were selected due to the living standards and expendable incomes of its inhabitants and therefore being prime locations for these two target consumer groups.



Map of Viet Nam

2. Project Achievements

2.1 Outputs

Output 1: Strategy, workplan and implementation framework to reduce demand for rhino in Viet Nam 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.

The project successfully completed the activities for output one. TRAFFIC has a proven framework to deliver behaviour change initiatives. Figure 1 shows the five-step approach that was used to develop and deliver the behaviour change interventions in this project.



Figure 1: TRAFFIC's consumer behaviour change framework for the development and delivery of Behaviour Change interventions to reduce consumer demand

The IPSOS consumer survey (2013) identified the target audience for the initiative and their different motivations to consume rhino horn. TRAFFIC and Population Services International (PSI), a social marketing organisation, carried out further consumer research in order to develop the archetype of a key rhino horn consumer group 'Men over 40' which is referred to as 'Mr L'. PSI and TRAFFIC developed and delivered the Chi initiative.

The project developed an initiative placement plan and related behaviour change framework materials including power point 'decks' describing initiative insights/background, behaviour change theoretical foundation, archetype analysis and refinement through new data from consumer surveys. All in close consultation with TRAFFIC's Consumer Behaviour Change Coordinator

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.

The messaging and communication materials for the Chi initiative were produced in year one, ahead of the target date of June 2015. The messaging was designed using insights into consumer motivations and social marketing principles to achieve optimal targeting of urban men aged 30-55 in Ho Chi Minh City (HCMC) and Hanoi. The group of urban men integrates both target audiences of intenders and men over 40. Person-to-person messaging and other high-impact behavioural change approaches were applied ensuring a sustained engagement and behaviour change impact. Using local knowledge and building on the strong grounding of 'Chi' within Vietnamese and broader Asian culture, Chi messaging was respectful, recognizing the target audiences professional success and their potential to influence and change the minds of others.

The iterative process ensured materials were adapted to the need of the specific audience that was being targeted – i.e. slight adjustments were made for different business sectors etc.

The project managed to secure support from 25 key influencers including 21 influential Vietnamese opinion leaders and 4 international opinion leaders. Beneficial partnerships and agreements were been made with 5 government departments including: the National Centre for Health Communication and Education (T5G) which is a department within the Ministry of Health (MOH), the Central Committee of Propaganda and Education (CCPE), Ministry of Agriculture and Rural development (MARD), Ministry of Natural Resources and Environment (MoNRE) and the Vietnamese Chamber of Commerce and Industry (VCCI) which is a key influencer within Vietnamese businesses and a great project partner.

This has been an important output for the project as the Chi messaging is now being used in a second phase of the initiative and the important partnerships that were developed are crucial to allow TRAFFIC to continue further demand reduction work in Viet Nam.

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 initiatives, publishing opinion pieces, etc.

The project incorporated the Chi brand and its messages into a vast number of targeted activities using several different mechanisms including media advertising, events and through partner networks.

The marketing initiative

- 70 outdoor billboards in Hanoi and Ho Chi Minh City and 24 billboards at tennis clubs.
- Chi envelope/postcard were placed in Hanoi and Ho Chi Minh airport business lounges during the peak summer travel period. In total, 110,000 Chi envelopes/ postcards were distributed to 44,000 VIP travellers in Hanoi and 66,000 VIP travellers in HCMC between June and August 2015.
- A Chi microsite was launched in February 2015 and is still up and running. Banners promoting the Chi website were displayed on online newspapers popular among businessmen including www.vnexpress.net & www.dantri.com.vn (Business sector) and www.dntvn.org.vn (Business Association website) in June and July 2015. In the second phase of banner promotion, PSI used Google AdWords pay-per-click including 'rhino horn' and/or 'detoxification' to increase the visibility of the microsite on Google. On

average, approximately 1 out of every 10 of the people who search for the above keywords clicked on the Chi website following exposure to the banner. This strategy put the microsite as one of the first hits when male residents of Hanoi or HCMC searched using the keyword/s rhino horn and/or detox starting in June 2015. The Chi website has had 249,839 visitors since its launch.

- In-store and digital signage, interpersonal activation teams and mobile messaging
- A Corporate Social Responsibility (CSR) business guide and brief was developed which have become the key behaviour change tool for the Chi campaign
- TRAFFIC worked with Galaxy Creative to produce two [behaviour change films](#) (a three-minute and a one-minute version) to spread virally through social media among Mr L. and to be shown at Chi-related events. The film clips featured three influential Vietnamese business leaders: Mr Khai Silk, CEO of the Vietnamese fashion, food and hospitality conglomerate Khai Silk Corporation; Mr Huy Tuan, a famous music composer and director; and Mr Do Ngoc Minh, CEO of Luala, a high-end designer fashion and lifestyle concept store. In the films, these thought leaders expressed their opinions on rhino horn consumption and the rhino poaching issue. They pledged zero-tolerance of rhino horn consumption and called on their peers and the general public to stop consuming rhino horn.
- Chi messaging was placed in a one-page editorial piece in Viet Nam Airlines' inflight magazine, Heritage, between July and October 2015 and a full-page PR piece-featuring Chi and the issue of rhino horn consumption was published on Robb Report Viet Nam in September 2015.
- TRAFFIC worked with Otofun forum in late April 2015 (the top website/forum on automobiles in Viet Nam 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 a free prizes of a full day pass to play golf from commercial partners that PSI were able to secure.

Events

The project far exceeded the planned four events where Chi messaging would be disseminated with face-to-face engagement with the attendees.

In year one we put on two initial 'pilot' events at the Ciputra Club, Hanoi's only elite driving range within the city centre. However, turnout was low—particularly at the second pilot—due to a combination of factors. Based on low turnout at the pilot golf events, we decided not to invest in further stand-alone Chi events, but instead to integrate Chi messaging into events organized by other corporate partners targeting Mr. L from January 2015 onward. Thus Chi messaging and face-to-face engagement were then integrated into three events organized by other corporate partners during the second half of the year:

- i) Forbes Viet Nam 2015 Golf Tournament at Long Thanh Golf Club (HCMC) in March;
- ii) Phuong Dong Golf Club & Friends 2015 in Kings' Island Golf Resort (Dong Mo, Hanoi) in April 2015
- iii) The Robb Report CEO Dinner in Hanoi in late June 2015.

In addition to the marketing initiative TRAFFIC worked with a lot of champions to disseminate the Chi messaging through networks and events. VCCI especially helped to expand the reach of the Chi initiative by communicating the initiative messaging through their different activities, business events and networks. The strong partnership with VCCI enabled the project to deliver Output 3 activities even further than we had initially anticipated. It is estimated that they have shared the Chi initiative messaging to two million businessmen and over five million of the general public in Viet Nam (see Chi Initiative Engagement Map under section 11 Sustainability and legacy). By finding a way to combine Chi messaging with initiatives already underway within VCCI, we have found a seamless way to incorporate the initiative into existing VCCI CSR activities and to create events with a high level of buy in both from VCCI members.

Business events funded by IWT included:

- Business conferences (e.g. Viet Nam Business Association/HN-HCMC Stock Exchange conference)

Chi business events funded by match funding:

- Business exhibitions (e.g. the Contech Mining Exhibition 2015 in Hanoi).
- TRAFFIC participated in the CEO Forum 2015 in HCMC, one of the largest annual business events in Viet Nam, TRAFFIC displayed a Chi-themed information booth and a Chi film. The event was particularly significant as it marked the milestone establishment of the Association of Southeast Asian Nations (ASEAN) Economic Community (AEC) of more than 600 million potential consumers.
- A Train-the-Trainer (TOT) workshop with VCCI, which reached over 4,000 small-to-medium enterprises and 10,000 business representatives. The workshop was in June 2015 and focused on “Social marketing and CSR for small and medium-sized enterprises.” Within only six months (June – December 2015), trainers reported successfully integrating CSR and Chi messaging in over 80 training courses for small and medium enterprises (SMEs) with the participation of 3,000 SMEs representatives. These training courses were implemented in more than 20 cities and provinces.
- VCCI staff and trainers identified and coached five SMEs in Viet Nam to successfully adopt a policy of zero tolerance towards wildlife consumption in their CSR practices. Specific examples of CSR practices include making a public announcement of the company's commitment to protecting wildlife, placing Chi communication materials and displaying standees advocating zero-tolerance of wildlife consumption at their offices, and addressing staff on the issue. A 'Case-Study book' titled “Vietnamese Businesses support zero-tolerance towards wildlife consumption, aiming at sustainable development” was drafted in the reporting period in order to celebrate, showcase, and reward the efforts of these five companies. This book will be distributed amongst VCCI members in early 2016. The five businesses will continue to receive coaching support on this issue until June 2016, via VCCI's own management and expense.
- In July 2015 - TRAFFIC and VCCI jointly held a capacity-building course on “Social marketing and cooperate social responsibility for SMEs”. Following the workshop, participants created an Action Plan to use their training to deliver the messaging about CSR, wildlife protection and “Chi” to VCCI members across the country.
- In July 2015 – VCCI and TRAFFIC presented Chi and CSR to nearly 60 business leaders in Hanoi at a workshop titled “Building corporate image – Intercultural Management – Driving success”.
- In August 2015 - TRAFFIC and VCCI presented Chi CSR and social marketing as a way to change behaviour to over 50 business leaders in HCMC through a workshop titled “Communications and Marketing Management.”
- In November 2015 - TRAFFIC and VCCI hosted a workshop for transport logistics companies about managing risks associated with the illegal wildlife trade. Representatives from over 35 companies attended and signed a pledge of zero tolerance of endangered wildlife trade and consumption.
- TRAFFIC ran Traditional Medicine (TM) workshops, which reached 11 universities in Hanoi and HCMC with 700 students, researchers and professors.
- A TOT workshop with T5G for 50 leaders and educators of TM schools and universities to reduce demand for illegal wildlife products in Hanoi and HCMC.

- In November 2015 TRAFFIC and VCCI held a seminar on “Corporate Innovative Governance and Image Development” for more than 200 business leaders, government officers, local and international experts. This seminar was part of Global Entrepreneurship Week, which is held in more than 160 countries. The event highlighted the opportunities that CSR provides for Vietnamese businesses to become role models in the Association of Southeast Asian Nations (ASEAN) Economic Community (AEC). TRAFFIC also placed a Chi exhibition booth at the event to encourage event participants to sign a pledge of zero-tolerance towards rhino horn trade and consumption and to incorporate wildlife protection into their companies' CSR policies. The event was paid for by match funding and used the Chi initiative branding.
- - June 2015 – A Chi-themed Bike Ride for the Da Nang Business Community promoted the role of Chi and CSR in wildlife protection, and educated over 100 riders (business leaders in Da Nang) and the public about the effects of illegal wildlife Trafficking and consumption.
- TRAFFIC attended a Wildlife Gala Dinner hosted by Wildlife Conservation Society 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.
- TRAFFIC held a workshop for transport logistics companies featuring influential speakers, including the chairman of the Viet Nam Automobile Transportation Association, who spoke about the importance of taking responsibility for the environment (biodiversity and climate change). Workshop participants also got to hear from a logistics company that, because of its suspicious weight, refused to deliver the shipment of "stone carvings" that turned out to be ivory. As a result of this event, TRAFFIC established a relationship with the Viet Nam Automobile Transportation Association, which could be a potential champion for the Chi Initiative. As a result of the event, the Hanoi Automobile Transportation Association delivered Chi materials to 200 drivers in its network.
- TRAFFIC facilitated a ‘road-mapping’ session to provide delegates of an Asia-Pacific Economic (APEC) workshop with a structured framework for designing behaviour change initiatives specific to each APEC economy. TRAFFIC's Chi initiative is used as an example.

Through these events, close to 720 successful Vietnamese entrepreneurs and corporate leaders were exposed to Chi messaging through co-sponsorship of event banners and other materials, Chi standees, Chi interactive games and face-to-face engagement about the Chi Initiative. These events were promoted through the Chi microsite pre-event as well as being covered by magazines popular with Mr. L including Forbes Viet Nam, Golf Today and Robb Report Viet Nam. Some places have continued to display Chi banners beyond the events' duration such as the tennis and golf clubs.

Viet Nam Post and Telecommunications (VNPT) became the first state-owned enterprise to support a nation-wide initiative to protect wildlife by incorporating Chi into their CSR policies. They also showed Chi messages on screens in its headquarter building in Hanoi <https://www.flickr.com/photos/134909125@N04/sets/72157665238915973>

In partnership with CCPE and through match funding, Chi billboards were displayed at airports and a behaviour change calendar was produced and sent to 1000 government officials.

The project also had support from foreign governments On World Rhino Day, 22 September 2015, TRAFFIC hosted a high profile event called Nail it for Rhino to celebrate the achievements of all parties in Viet Nam working on rhino-related issues. The event received nearly 100 participants, including many VIP guests: the Ambassador of South Africa, the Ambassador of Mozambique, the Deputy Director General of CITES, US Embassy Chief of

Unit, representatives of government ministries including the MoH and the CCPE, leaders from the VCCI, influential businessmen, and members of the press.

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.

The activities were individually evaluated ensuring effective placement and opportunity to adapt approaches. The evaluation took place through questionnaires at the start and end of workshops, meetings and other events. When evaluating over 500 questionnaires they demonstrate that the Chi brand, the engagement, the CSR engagement, and the messaging overall have been effective from a behaviour change perspective during the interventions.

The behaviour change impact of Chi has been evaluated against baseline surveys carried out in 2013/2014 in 2015. The comparative consumer surveys saw a decrease of intention to consume by 57% and an increase of recommendations not to use rhino horn by 64%. Both results are deemed a significant indication that the behaviour change interventions are receiving impact and that the target audience is shifting towards the desired attitude and practice of zero-tolerance to rhino horn consumption. Preliminary survey results of 2016 show that Chi is now strongly imbedded in the target audience with over 68% of audience recalling the Chi brand (compared to 17% in 2014).

A report, which summarizes the outcome of the initiative, was presented at CoP17 and is in our verifying documents. TRAFFIC is compiling all the research results in a report in 2017.

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.

The results and learnings and recommendations from the Chi initiative have been compiled and extensively shared.

- SRI presented the Chi initiative at the African Rhino Special Group meeting in February 2016.
- TRAFFIC Viet Nam attended and presented at the 'Changing Behaviour to Reduce Demand for Illegal Wildlife Products' in Hong Kong in March 2016.
- Details about the Chi initiative has been published on the Wildlife Consumer Behaviour Change Toolkit website (<http://www.changewildlifeconsumers.org/>), the toolkit links experts and technical advisors, providing a forum for open discussion and refinement of approaches of behavior change.
- TRAFFIC participated in commenting on the CITES Management Authority rhino horn report for the SC66. TRAFFIC presented a letter including concerns and comments at the SC66 meeting.
- TRAFFIC organised a Demand Reduction side event through match funding at COP17 on 'Informing and Supporting Behaviour Change Approaches to Reduce Demand for Illegal Wildlife Products'. The event focused on discussing the different behavioural change approaches to reduce demand for illegally traded wildlife products. There were many presentations delivered throughout the event to provide insight from recent research, and panel, plenary and table discussion were included.
- TRAFFIC, WWF and 10 other NGOs set up an exhibition at the IWT Hanoi conference in November 2016, to demonstrate joint efforts to combat wildlife crime and to reduce demand in Viet Nam. The effort has led to the publication of the joint statement, which affirms the collective commitment of non-profit organisations working in Viet Nam to protect wildlife, and to calls upon the Government to take stronger actions to tackle illegal wildlife trade.

- A paper outlining the methodology used and lessons learnt from the Chi initiative has been submitted to Pachyderm and is awaiting review.

2.2 Outcome

The project has partially achieved the intended outcome.

The project has had an enormous amount of support from key influential individuals and companies who have demonstrated their support through activities such as workshops, incorporating CSR policies into their companies and making public statements.

The consumer survey completed in November 2015 indicates a positive change in attitude against using rhino horn amongst surveyed participants. We have seen a shift in the behaviour of key consumer groups against the 2014 baseline: 64% now recommends their peers not to consume rhino horn (up from 48% in the 2014 PSI survey). Also rhino horn consumers are less likely to consume than they were in 2012.

The project has not been able to evaluate if it has achieved Indicator 3. In 24 months a shift in attitude has been established but we have not been able to measure if this has resulted in a 25% reduction in demand. There are three key reasons for this:

1. A significant change in attitudes and practices takes longer than 2 years (which is supported by the current preliminary results of the 2nd comparative survey of impact in 2016).
2. Self-reported behaviour of an illegal behaviour is challenging to evaluate with increasing communication on the illegality of rhino horn.
3. The comparative consumer surveys were carried out by different agencies, which have led to difficulties in extrapolating conclusions from the two surveys.

The Chi initiative has contributed to a best practice approach for behaviour change that has been shared with CITES, AfRSG and a wide selection of stakeholders working in demand reduction. Unfortunately though, CITES did not adopt a demand reduction resolution submitted by TRAFFIC. The draft resolution urged parties to develop evidence-based demand reduction strategies where there is a significant market for illegal wildlife products.

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

The intended impact for this project is for the demand for rhino horn in Viet Nam 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.

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 Viet Nam, preliminary results from the evaluation of the impact of the activities that have been delivered under the Chi Initiative have been positive and show an indication that at least 64% of respondents in contact with the initiative are considered "Promoters" i.e. they would not recommend using Rhino horn.

It is therefore important that we build on the success of the Chi initiative to ensure that a greater number of key consumers are reached and that their attitudes and behaviours see a positive change.

The project has contributed to developing a best-approach model for behaviour change initiatives that has been disseminated to other stakeholders that are developing initiatives to change wildlife consumer behaviour. This can be applied to other species that are being trafficked.

The project has also developed a lot more understanding and capacity within the Vietnamese government as to how to run a social marketing initiative and tackle the demand for rhino horn, and other wildlife products. Chi featured as a side-event at the IWT conference in Hanoi in November 2016 – vetted by the Vietnamese government.

The long-term impact of this project is working towards securing the future of rhino's and the people that depend on them to generate a secure income long term.

3. Monitoring of assumptions.

Many of the assumptions for the project outputs were associated with managing stakeholders; a lot of work was put into this area, which was very successful. A Network of Behaviour Change Experts (NBCE) and a Technical Advisory Group (TAG) were set up and they contributed to the initiative development, however many of the TAG members did not stay engaged throughout the whole lifetime of the initiative. The team were able to adapt to this, working more closely with the TAG members that were engaged, finding new members and consulting with other partners/experts when required.

The team developed strong contacts with key government agencies, MoH, media agencies and businesses, which has enabled the initiative to reach a wide and targeted audience. In year one, the team tried to work with the Traditional Medicine Administration (TMA) through the Vice Director, as he was a strong ambassador. However, the Vice Director retired during the project and so it was not possible to achieve this. Therefore, TRAFFIC developed a partnership with T5G, which led to TG5 co-organising workshops at 11 leading pharmacy and traditional medicine universities to ensure that the project still reached this key audience.

Communication channels were very accessible and media agencies were very supportive to the initiative. Great partnerships with departments such as the CCPE ensured that the initiative has a lot of support and exposure.

The comparative consumer surveys were carried out by a different agency, which has led to difficulties in extrapolating conclusions from the two surveys. Despite similar methodologies no robust quantitative conclusions can be made between the 2013-2015 surveys. There were variances in the professional profile of survey respondents and some of the methodologies used were not as robust. TRAFFIC has engaged the same agency for the 2016 survey and preliminary results show that it will be possible to draw more robust conclusion from comparing the 2015 and 2016 surveys.

Delays were experienced when carrying out consumer research due to Vietnamese Lunar New Year (Tet) holiday, which made it difficult to get people to take part in interviews. The project end date was extended to give extra time to complete the second consumer survey but also incorporate CoP17, which was in September 2016.

Although there are conflicts about the legalisation of rhino horn within Viet Nam, this has not impacted on the Chi initiative as far as we are aware, there is no evidence to show that it has. Government agencies stayed very supportive throughout the life of the project. A major risk to the project's success would have been the legalisation of rhino horn. A proposal was submitted by Swaziland at CoP17 however this motion was not passed and this did not impact on the project. The Vietnamese government has continued to support demand reduction activities within Viet Nam.

One assumption that should have been added to the proposal but was managed was the question of a significant overlap between the target audience of wealthy urban males between the ages of 35-55 and business people who attend business seminars and/or are members of VCCI and other business associations that we worked with. Qualitative research and other anecdotal evidence (through interactions with the target audience at events and activities) demonstrated that this is indeed the case. Engaging the target audience through business associations has become an effective approach for a sustained influence of Chi through CSR practices.

There is still every indication that Viet Nam is a major driver of rhino poaching however it is difficult to compare this to the role that other countries such as China are playing in driving this demand. There are currently no systems in place to accurately measure if the markets in other countries are changing. TRAFFIC has carried out a market survey for ivory in China and it has shown that ivory is being sold more and more in tourist locations i.e. Nha Trang and Phu Quoc to Chinese tourists as it becomes increasingly more difficult to buy ivory in China. It is possible that Chinese rhino horn consumers come to Viet Nam to purchase and consume rhino horn due to lack of enforcement in Viet Nam. TRAFFIC continues to monitor the market and its

global approach enables a pro-active approach to address emerging trends would they become a threat.

4. Project Partnerships

The core project team consisted of TRAFFIC, SRI and PSI. TRAFFIC was responsible for delivering the in-country activities of the project while SRI provided project admin and management support. Working on this project has helped to strengthen the partnership and good working relationship between TRAFFIC and SRI, this is expected to continue after the lifespan of this project, as there have been discussions around other project opportunities. TRAFFIC and SRI had monthly Skype status meetings and had additional meetings when necessary to discuss activities in further details. There have been five project team face-to-face meetings between TRAFFIC and SRI,

- Feb 2015 in TRAFFIC's office in Hanoi, Viet Nam
- May 2015 Cambridge, UK,
- March 2016 in Hong Kong during a Behaviour Change Conference organised by TRAFFIC.
- May 2016 in TRAFFIC's office in Hanoi, Viet Nam
- November 2016 in London, UK

Population Services International (PSI) Viet Nam was responsible for the development of the Chi initiative. TRAFFIC was responsible for the direct management of PSI but all activities and discussions were also reported back, discussed and agreed with SRI when making decisions. PSI planned and delivered the placement of the Chi initiative with high-level input from TRAFFIC. During the period of the initiative development and placement there were a host of meetings (a total of 8 face to face at all levels and several phone calls) to plan and agree the placement and budget of the initiative. However, with more experience of managing a communication initiative like this we do feel that the project team at TRAFFIC should have been consulted in more detail about planning for all of the activities. Briefings were often done at quite a high level, not providing the low level detail of all placements at the decision-making stages.

In this second year of the project, we found the partnership with PSI increasingly became more strained. Although there was a contract between PSI and TRAFFIC which required PSI to comply with all reporting to IWT-CF the financial reporting from PSI was often late and not in the correct formats required, this was very time consuming to resolve. TRAFFIC managed these issues by working closely with PSI, arranging several meetings to discuss the reporting requirements and problems with the reports that were being sent through. TRAFFIC checked through all financial reports that were sent through from PSI but have often had to send these back for further details and this has been quite time consuming for the TRAFFIC team. The complication seems to have come about whereby PSI Viet Nam reports to PSI US (their main headquarters are in Washington DC), which is responsible for the financial reporting on projects. PSI Viet Nam were advised by their HQ that they were not contracted to report to the level of detail that TRAFFIC were requesting and that this would be very time consuming for them as their systems were not set up on this way. All of this was then discussed with SRI to decide how to proceed. A lawyer was consulted initially in November 2015 to get advice on the contract between PSI and TRAFFIC. The lawyer advised that PSI were contracted to meet all of the obligations as laid out by the IWT-CF agreement. Although PSI initially responded to this advice from the lawyer positively, assuring TRAFFIC that they would be able to deliver full reporting requirements there were still problems with their next report. This was finally resolved by sending a staff member from TRAFFIC to PSI's office in Washington to photocopy all of the project receipts. Although this was expensive and time consuming it was the only way to resolve this situation.

This project has had very strong partnerships with local institutions. Two departments in the MoH, T5G and Traditional Medicine Administration (TMA) are strategic partners in the Chi initiative. The MoH signed a five-year Memorandum of Understanding (MoU) with TRAFFIC in 2014.

TRAFFIC and the CCPE signed a strategic MoU in June 2015. The National CCPE controls all media messaging in Viet Nam and delivers propaganda to the Vietnamese society. This partnership is of great value enabling the Chi initiative to reach the government. TRAFFIC developed a brochure that was included in the National Assembly meeting briefing pack.

One of the projects most fruitful partnerships has been with VCCI. In April 2015, TRAFFIC and VCCI signed a MoU supporting the roll out of best practices in corporate ethics and consumer behaviour change through their CSR policies.

TRAFFIC in Viet Nam have been responsible for collecting feedback from all of the partners. SRI and TRAFFIC have both been responsible for preparing this report.

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. By reducing demand among the largest group of users in Viet Nam both by direct exposure to the initiative and indirectly through word of mouth, the Chi Initiative seeks to drastically reduce the overall demand for rhino horn in Viet Nam.

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 and to reduce the consumption of rhino horn products. The project has developed a long-term demand-reduction strategy in Viet Nam that is working towards achieving measurable change in the target consumer behaviour. The Chi initiative was one of the first of its kind and so has been used as a case study and template for other demand reduction work on behaviour change.

6. Impact on species in focus

The latest figures (February 2015) from the African Rhino Specialist Group (AfRSG) show that rhino numbers for White and Black rhino have stopped increasing and are now at tipping point. If poaching continues at this rate it will lead to catastrophic population declines for both species. The impact of the project is to contribute to reducing the demand for rhino horn in Viet Nam and therefore reducing the incentive of trafficking gangs to poach and traffic rhino horn. This would allow the stabilization of rhino populations in Africa. TRAFFIC is working to establish measures to cross-triangulate consumer demand and poaching as well as supply in the market for robust indication of decrease of wildlife crime and reduced demand.

7. Project support to poverty alleviation.

As stated in the London Declaration, IWT robs States and communities of their natural capital and cultural heritage, with serious economic and social consequences. It undermines the livelihoods of natural resource dependent communities. It damages the health of the ecosystems they depend on, undermining sustainable economic development. The criminal activity and corruption associated with trafficking restricts the potential for sustainable investment and development, which is needed in new economic activities and enterprises.

Reducing the demand for rhino horn and thereby reducing poaching pressures, this project contributes to poverty alleviation in communities living and working near wildlife such as rhinos. In the majority of rhino areas, land is not suitable for agriculture and farming; hence there are few alternative employment opportunities. The presence of rhinos generates jobs and income for local people through tourism, working for park authorities and support services, conservation organisations, etc. The majority of rhino conservation NGOs are also heavily involved in building capacity in local communities to manage their land/water sustainably. If rhinos become extinct in an area, local people no longer benefit from such opportunities. By

protecting resources such as rhinos it helps to secure the livelihoods of many poor communities.

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 it will also deter these criminal gangs from infiltrating villages and engaging in violent attacks on rangers. Since the crisis began in 2007-8, an increasing number of rangers suffer from Post-Traumatic Stress Disorder after facing the daily threat of armed contact. A [WWF 2016 Ranger Perceptions report](#) surveyed 570 rangers across twelve African countries; the report found that 82 per cent had faced a life-threatening situation while on duty.

We are unsure how to provide evidence of the impact of the project on these beneficiaries and would be keen if IWT Challenge fund could help advise us how to do this.

8. Consideration of Gender equity issues

Research has shown that women in Viet Nam can play an integral role in reducing demand for illegally traded wildlife products. The 2013 IPSOS study on buyer behaviour found that women in Viet Nam comprised a sizeable percentage of rhino horn consumers and buyers. Over three quarters of the people who said they were only buyers, not consumers, were women. Using insights on the motivators for purchasing illegal wildlife like rhino horn, TRAFFIC partnered with the Centre for Women and Development (CWD) and the Viet Nam Association of Women Entrepreneurs to empower female business owners to become leaders in wildlife protection. By engaging women in business, TRAFFIC is enlisting key opinion leaders that want to take a stand against wildlife crimes. CWD engagement is therefore important in addressing gender equality and empowerment.

Furthermore, various CSR workshops organised by our key partner Viet Nam VCCI are open to business representatives regardless of gender, and almost 40% of participants were women.

The project team at TRAFFIC in Viet Nam are all women. This project has helped to develop their skills and capacity as conservation leaders and behaviour change experts.

9. Lessons learnt

When managing the project we found that it was crucial to the project to have a face-to-face meeting for the full project team at least once a year.

As the Chi initiative was a pioneering project it has led the way for a lot of very useful learnings. It has demonstrated that substantial behaviour change will take longer than we had originally anticipated and so should be considered for all future demand reduction project time planning shows that there are always the innovators and early adopters to an initiative however many of the key consumers of rhino horn are typical of the Laggards section – traditional people, caring for the 'old ways', are critical towards new ideas and will only accept it if the new idea has become mainstream or even tradition. It was possible to focus on the champions or agents of change who tend to be in the early majority section as this is the best way to influence the other groups.

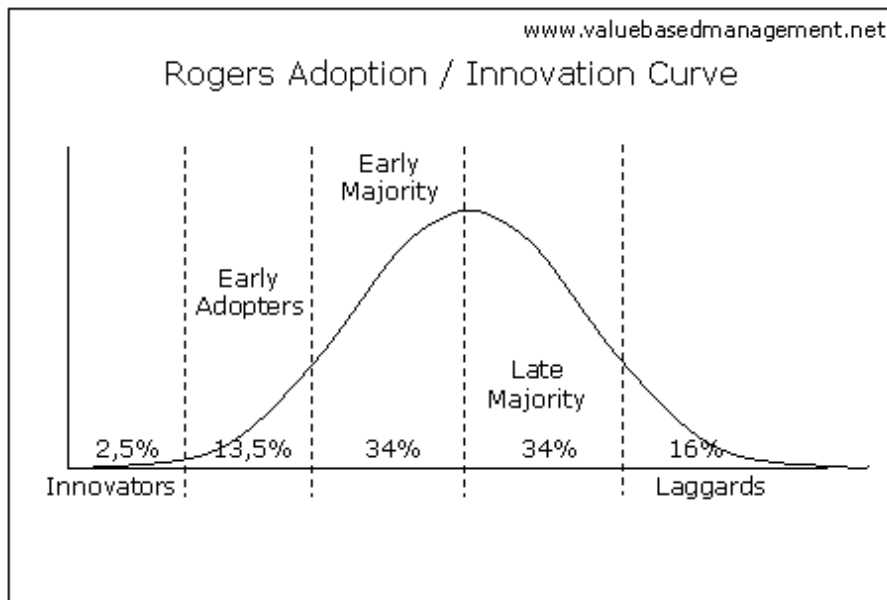


Chart one: The innovation adoption curve of Rogers' Diffusion of Innovations Theory, is a model that classifies adopters of innovations into categories.

It would have been beneficial to do an evaluation survey at the end of each year, not just at the beginning and end of the initiative. This would have helped to inform us as to whether the initiative is having the impact that we are aiming for sooner.

As mentioned in section 4 project partners, we have had some issues with getting transparent and timely reports from project partner PSI that we had not foreseen. PSI felt that the full reporting expectations were not clear from the start. TRAFFIC is now working on phase 2 implementation of the Chi initiative with a new agency Intelligent Media; they discussed the reporting requirements up front and in detail. TRAFFIC have been far more involved in the low level detail concerning the placement plans of the initiative activities, which has been beneficial. We would recommend when working with more than one partner to set up a financial reporting template in the kick-off meeting and to complete a report after 1-2 months at the start of the project to iron out any problems.

Over the past two years, we have found great success through utilizing our partnerships to their fullest potential, especially with the VCCI, TG5 and TM universities. We would encourage projects to look for ways to integrate initiative into a partner's existing activities as this was far more cost and time effective and sustainable. This should be a focus of a projects planning as it has made a large difference to the success and reach of the Chi initiative.

Working with different socialist government departments such as CCPE and MOH did require a lot of careful negotiation and compromising. This work has required quite a lot of time of senior staff to interact and engage with these departments to establish these relationships and agreements. The role of local staff has been key in achieving and nurturing this strong and important project partners. For example: In order for us to display Chi poster at the international departure hall of Noi Bai International Airport, we had to ask CCPE to intervene and negotiate on our behalf.

Individual champions at the key partner organisations have played a key role in leading the success of Chi. Without the champions' drive and fight for collaboration with TRAFFIC, the project would not have been able to achieve all of its planned activities.

It is important to identify the win-win deals with the partners to create sustainable partnership. The integration of wildlife protection into CSR policies for businesses is an example of how we

can continue work with VCCI. VCCI is interested in providing capacity training for their business partners while we would like to strengthen businesses CSR policies.

The TAG formation went smoothly but on-going engagement was challenging. It was hard to find the benefit for the members of the TAG to give up their time; it was unrealistic to plan face-to-face meetings. TRAFFIC's Demand Reduction team continued to engage the most responsive members of the group but had to adapt meetings to be off-line/more casual meetings outside or they found opportunities to have a working relationship on specific events with certain experts.

The behaviour change message has been successful because it focused on the benefit for the target audience in the first instance, not on the plight of the species. The consumers and users of endangered wildlife are often already aware about the plight of the species and/or do not care about the extinction of a species in a faraway country. These consumers are motivated by direct and immediate benefits to them. Trying to make them care about the species is not an effective manner to change their behaviour. Instead the Chi campaign has focused on positive messaging that will inspire the consumer.

A 'twin-track' approach is key to reduce demand or change behaviour. One track involves implementing a societal behavioural control e.g. ensuring the laws are appropriate, perceived to be an adequate deterrent and effectively enforced and/or restricting consumer choice (retailers removing products from sale, or manufacturers using alternatives). The second track involves changing consumer motivations and behaviour. The Chi initiative focused on the second track. In order to ensure that there is a substantial decrease in the demand for rhino horn from Viet Nam, parallel activities need to be done to ensure the laws are enforced effectively and more engagement in these issues by Vietnamese legal authorities.

An important lesson is to ensure that comparative consumer surveys are completed by one agency as differing methodologies can cause problems with the evaluation. IPSOS did the baseline survey in 2013 and another agency carried out the comparative study in 2014. No robust quantitative conclusions can be made between the 2013-2015 surveys.

9.1 Monitoring and evaluation

The project log frame and time plan were used to monitor progress of the overall project. This was monitored by the Project Steering Group (PSG), which consisted of Susie Offord-Woolley, Madelon Willemsen and Trinh Nguyen. The PSG met once a month via Skype to discuss progress on project activities and outputs. The PSG was responsible for all reporting to stakeholders and to IWT-CF.

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 Viet Nam was produced to support good-practice approaches to adaptively managing the project.

An 'Action Plan' was developed in year one and has been adapted when new opportunities have arisen or feedback suggested alternative routes. Strategic approaches were developed in consultation with the TAG. Over the course of the project, we identified various aspects of the Action Plan that have demonstrated to be the most productive and we have continued to pursue on these aspects i.e. promote positive messaging for behaviour change purpose, creating strategic and holistic placement plan for target audience. It became clear that it was necessary to focus the message around a 'zero-tolerance approach to wildlife crime' instead of just focusing on rhino horn consumption.

Monitoring and Evaluation was done throughout all Chi branded events. The number of participants were recorded and, when appropriate, contact details for these participants were captured, we tried to engage with the target group through interviews, getting testimonials, signing individual pledges, or answering our Knowledge Attitude Practice (KAP) surveys on the consumption of rhino horn.

Monitoring was also conducted to measure the reach of each communication; this was then fed into the next planning stages. When reviewing the results of monitoring activities, some activities were adapted i.e. adapting placement of billboards, adapting AdWords to increase hits on microsite, changing messaging on airline envelopes/postcards etc. The initiative placement plan was updated every two months following evaluation of the activities by PSI. When press releases were disseminated all instances of publication were recorded in order to measure the reach of the initiative among the general public.

Monitoring and evaluation was carried out for individual activities. Questionnaires were completed pre and post events, this provided the opportunity to adjust messages and cross-triangulate the comparative survey results.

The TAG was consulted when required although this was not as necessary in year two as the focus was more on the delivery of the initiative. The 'LinkedIn discussion group' for behavioural change expert continues to grow. In March 2016, a workshop was on behaviour change methodologies and learnings from each other, this was a great forum to build these links even further.

One consumer survey was carried out prior to the project's inception and then two consumer surveys were carried out during the lifetime of the project to measure changes in the consumer including:

1. Consumer survey done by IPSOS in 2013 to identify rhino horn users, their motivations and attitudes towards the consumption of rhino horn. And what is the intention to purchase.
2. Baseline survey of target audience done by PSI in 2014
3. Comparative survey of Chi initiative done by Indochina Research in Nov 2015 for comparative

The 2015 survey done by Indochina Research was designed to capture the rhino horn-related beliefs and measure if there was any change in behaviour among the target consumers. The study had a sample size of 600 was conducted within high-income neighbourhoods in Hanoi and HCMC. The results of the survey show a positive signal of behaviour change in Chi Initiative's target audiences as follows:

- 9% remember the "Chi" Logo
- 17% remember seeing one of the 4 creative posters of the "Chi" initiative
- The total Reach of the initiative is 19% with 112 respondents being in contact at least once with the initiative.
- 15% have been in contact at least 3 times with the "Chi" initiative (Effective reach)
- 22% total reach of the initiative among rhino horn consumers
- Internet, Word Of Mouth, Television and Billboard were the main sources of information remembered by the 112 respondents who recalled "Chi". On-site locations and direct mailing/distribution could not be recalled, which reinforced the merit of emphasising virtual and interpersonal forms of message distribution.
- Among 112 self-reported RH user, 33% think that the message "Character comes from within" is the most relevant for them. This aligned with responses by the overall set of respondents. This is also consistent with Qualitative findings.
- The second most relevant message for self-reported rhino horn users (at 26%), was "Masculinity comes from within". This contrasts with the trend displayed by the overall respondents, who reported that "Be aware" and "Spirituality" are their second most relevant messages.
- Those who are asked to evaluate the messages think that overall they are "meaningful", "helpful in RH protection", "stimulate curiosity", "encourage himself and people not to use RH".
- The differences in data between 2014 and 2015 could signal some changes in knowledge and attitudes amongst respondents; i.e. including the comfort levels they have in reporting illegal behaviour. The differences could also signal the start of Mr L's engagement in a 'behaviour change journey'. Time-series data will be compiled annually in order to clarify this.

- Among 105 users the majority of 57% reported that they would decrease their consumption of rhino horn over the following 12 months.
- 64% of respondents in contact with the initiative said they would recommend that their peers and friends do not consume rhino horn; this is an exceptionally high 'Net Promoter Score' and is a promising result.
- Rhino horn consumption by Mr L continues to occur typically in social settings where men are offered rhino horn as part of business deal or partnership. Mr L continues to associate rhino horn to use as a de-toxicant/hang-over cure.

9.2 Actions taken in response to annual report reviews

The feedback from the first year report was that we needed to include more detail on project management processes to illustrate partnerships and M&E and that the progress sections of the report should be more informative and required more detail. The second year report review reported that we had successfully taken these comments on board and improved the quality of our reporting.

10. Other comments on achievements not covered elsewhere

11. Sustainability and legacy

As a social marketing initiative, there has been a lot of work done to raise the profile of the initiative within Viet Nam amongst different groups including Mr L, Vietnamese government departments and media agencies. The Chi initiative has had an enormous reach of around 2 million members of the target group directly and 5 million members of the general public indirectly in 15 months. Below are some examples of how the campaign reached these numbers:

- Over 10,000 people viewed outdoor and indoor billboards each day.
- The airline envelopes/postcards reached 110,000 VIP travellers in Hanoi and HCMC.
- The Chi website has had 249,839 visitors since its launch.
- Pay-per-click advertising was clicked 45,321 times
- The Chi film received more than 70,000 views, 1,300 likes and 500 shares.

The Chi initiative has enabled TRAFFIC in Viet Nam to secure further funding from Peace Parks and as part of the USAID project Saving Species in Viet Nam. A second phase of activities was started in 2016 and plans are being made for a third phase.

Below are examples of activities that have been delivered by match funding but using the Chi initiative branding and messages and using the project stakeholders that have been engaged during the chi initiative:

- Vietnamese mainstream media covered Chi and the World Rhino Day celebration:
 - VTV3 - Part of Morning Café Program: <http://vtv.vn/truyen-hinh-truc-tuyen/vtv3/ca-phe-sang-0.htm?mobile=true>
 - Ha Noi TV - 11h30 News: <http://hanoitv.vn/Media/154/Video/Ban-tin-thoi-su/c17/Chuong-trinh-Thoi-su-11h30-ngay-2392015/15885.htm>
 - "Nail it for Rhinos": <http://moitruongvadoisong.vn/2015/09/23/cat-mong-tay-vi-te-giac/>
 - "Nail it for Rhinos" on the World Rhino Day: <http://www.tinmoitruong.vn/tin-mang-luoi-truyen-thong-moi-truong/cat-mong-tay-vi-te-giac--nhan-ngay-te-giac-the-gioi-160-45394-1.html>
 - "Nail it for Rhinos": <http://www.thiennhien.net/2015/09/23/cat-mong-tay-vi-te-giac/>
 - Vietjet celebrates the World Rhino Day: <http://infonet.vn/vietjet-huong-ung-ngay-te-giac-the-gioi-post176585.info>

Within only eight months (June 2015 – April 2016) of the TOT workshop, trainers reported that the Chi CSR messaging had been integrated in over 100 training courses for Small to Medium Enterprises (SME) with 4,000 participants. These training courses were implemented in more than 30 cities and provinces.

A Chi Bike Ride was featured on several online print and broadcast outlets, including <http://www.vccidanang.com.vn/63-55-2696/DOANH-NHAN-DA-NANG-DAP-XE-CO-VU-BAO-VE-D.aspx>. Photos of the bike ride can be viewed at: <https://www.flickr.com/photos/134909125@N04/albums/72157653951285313>

The “Social marketing and cooperate social responsibility for SMEs” course was covered by various media outlets as well as VCCI's website (<http://vcci.com.vn/vcci-nang-cao-nang-luc-cho-can-bo-trong-viec-bao-ve-dong-thuc-vat-hoang-da-nguy-cap>). Event photos can be viewed at: <https://www.flickr.com/photos/134909125@N04/albums/72157653952569693>

At a VCCI's workshop on “Building corporate image – Intercultural Management – Driving success”, participants showed their support of and commitment to the initiative by signing a pledge of zero-tolerance of endangered wildlife consumption. The event was featured on VCCI's website and other media outlets.

The workshop for transport logistics companies inspired a high level of interest and was covered on VITV (<http://vitv.vn/tin-video/02-11-2015/ban-tin-hop-tin-viet-nam-18h-phat-song-1800-02-11-2015/30699?t=1108> (VITV, 18:28), in Viet Nam News (the national English-language newspaper), and in a news article about a multilateral dialogue about combatting wildlife trade between Viet Nam and Mozambique, Kenya and Tanzania.

Coverage of the “Corporate Innovative Governance and Image Development” seminar was featured on various TV channels, including the National Assembly TV (<http://www.quochoitv.vn/kinh-te-xa-hoi/2015/11/quan-tri-doi-moi-xay-dung-hinh-anh-doanh-nghiep/83008>), and in more than 20 articles published in online newspapers. Event photos can be found at: <https://www.flickr.com/photos/134909125@N04/albums/72157661752362742>.

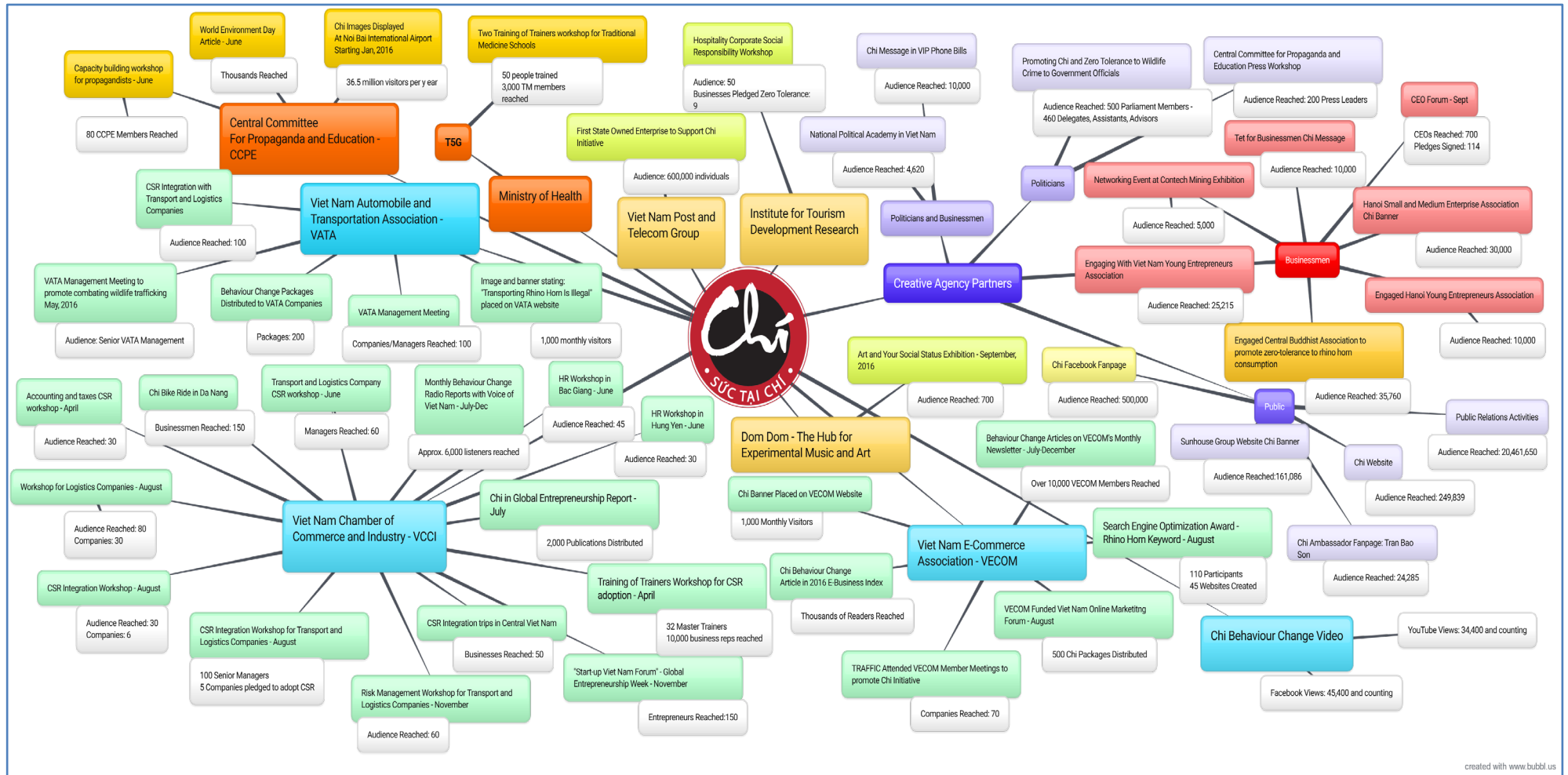
Coverage of the “HR Management” training was featured on VCCI's website and other media outlets.

The Tourism Promotion Workshop was featured in various media outlets, including <http://www.sggp.org.vn/thongtincanuuoc/2015/12/406563/>

Workshops with the MoH put the TRAFFIC team in direct contact with more than 700 TM students, researchers and professors. This created a ripple effect by ensuring that the participants would spread the message of zero-tolerance towards endangered wildlife consumption among the TM university community.

Vietnamese 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 the involvement and support of several government departments in the initiative.

The next page shows an engagement map for the Chi initiative demonstrating the reach and exposure of the Chi initiative.



created with www.bubbl.us



12. IWF Challenge Fund Identity

An important factor in the effectiveness of the initiative is ensuring that the Chi message has its own brand. For this reason, many of the messages for the Chi Initiative do not feature any logos. On the publications that do include logos, the project acknowledges that it is "Funded by UK Government" as there is no official IWT logo to include in our publications. Examples of where IWT has been mentioned are:

- Chi film clip featuring 3 successful and influential businessmen in Viet Nam
- Behaviour change communication material distributing at the National Assembly meeting in Dec 2015 to Jan 2016
- Chi communication package phase 1 including: CSR guideline, Chi folder, Rhino horn condensed factsheet, Project generic brochure
- Press releases:

<http://www.traffic.org/home/2014/10/27/traditional-medicine-administration-addresses-medicinal-use.html>

<http://www.traffic.org/home/2015/4/24/business-community-encouraged-to-protect-wildlife-by-viet-na.html>

<http://www.traffic.org/home/2015/6/29/da-nang-business-community-shows-strength-of-will-in-bike-ri.html>

- SRI website and magazine

<https://www.savetherhino.org/our-work/demand-reduction/consumer-behaviour-change-project/prohect-updates/one-years-progress-of-the-chi-campaign>

<https://www.savetherhino.org/our-work/demand-reduction/consumer-behaviour-change-project/prohect-updates/the-strength-of-chi-update>

- Pachyderm article (unpublished)

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

I agree for the IWT Secretariat to publish the content of this section (please leave this line in to indicate your agreement to use any material you provide here)

14. Finance and administration

14.1 Project expenditure

Project spend (indicative)	2014/15 Grant (£)	2014/15 actual IWT Costs (£)	2015/16 Grant (£)	2015/16 actual IWT Costs (£)	2016/17 Grant (£)	2016/17 actual IWT Costs (£)	Total Original Grant (£)	Total actual Costs (£)	Comments (please explain significant variances)
Staff costs (see below)									
Consultancy costs									
Overhead Costs									
Travel and subsistence									
Operating Costs									
Capital items (see below)									
Others (see below)									
TOTAL									

Staff employed (Name and position)	Cost (£)
Naomi Doak – Programme Coordinator	
Madelon Willemsen – Head of Office	
Jill Capotosto – Communications Officer	
Dang Linh Huong – Operations Manager	
Nguyen Thuy Linh – Administration Officer	
Nguyen Tuyet Trinh – Senior Programme Officer	
Bui Thuy Nga – Programme Officer	
Gayle Burgess – Consumer Behaviour Change Coordinator	
Research Manager (Huong Ngo)	
M&E Co-ordinator, Hanoi (Hien)	
M&E Officer, Ho chi minh (Luu)	
Director Social Marketing (Tuan)	
Marketing Manager (Chi) / Marketing Advisor (Ngoc)	
Marketing Officer, Hanoi (Dat)	
Country Director (Josselyn)	
Admin / HR / Operations	
PSI personnel costs year 2 – not broken down	
TOTAL	

Capital items – description <i>Please detail what items were purchased with fund money, and where these will remain once the project finishes</i>	Capital items – cost (£)
Not applicable	
TOTAL	

Other items – description <i>Please provide a detailed breakdown for any single item over £1000</i>	Other items – cost (£)
Not applicable	
TOTAL	

14.2 Additional funds or in-kind contributions secured

Source of funding for project lifetime	Total (£)
Save the Rhino International	
Private donation	
French Development Agency AfD	
Peace Parks Foundation	
TOTAL	

Source of funding for additional work after project lifetime	Total (£)
Saving Species USAID – continuation of Chi and BC for other motivations such as medicinal use.	
Continued Peace Parks Foundation – Chi phase 2	
Unsecured Peace Parks Chi Phase 3.	
TOTAL	

14.3 Value for Money

Some of the Chi initiative costs were relatively high compared to other illegal wildlife social marketing campaigns in Viet Nam, however this was due to a number of factors.

- The Chi initiative is a first of its kind and so it was necessary to conduct research, test messaging and experiment with the types of activities that would have the most resonance with Mr L.
- Due to the nature of the activities that Mr L likes to do and the types of events he would attend it was necessary to ensure materials were produced to a high standard and at the places he would attend.
- On reflection it is felt that PSI were the right agency to develop the creative for Chi but that its event and staff activity costs were high. Once this was recognised and it was possible to change agencies due to contract arrangements, TRAFFIC hired a new agency Intelligent Media, to deliver the remainder of the Chi activities.

However due to the success of the partnerships that the TRAFFIC team were able to establish the Chi initiative was able to have a much greater reach than initially planned and so has made the overall project delivery great value for money. The partnerships with organisations such as VCCI have meant that the Initiative was able to reach vast networks with a lot less effort.

Due to the high uptake of the Chi campaign, it is now in a second phase. All of the messaging, communication tools and partnerships that were established in the initial phase can now be utilised and reused, making the project even greater value for money.

Finally, the lessons and methods from the Chi initiative have been shared extensively with behaviour change experts meaning it has become a useful model to guide other behaviour change campaigns.

Annex 1 Project’s original (or most recently approved) logframe, including indicators, means of verification and assumptions.

Note: Insert your full logframe. If your logframe was changed since your application and was approved by a Change Request the newest approved version should be inserted here, otherwise insert application logframe.

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>Impact: Demand for rhino horn in Viet Nam 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>Outcome: By November 2016, demand for rhino horn reduced by 25% in two consumer groups in Viet Nam 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 Viet Nam (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 Viet Nam 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 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>* Project report listing public speeches, events, publications that Influencers have actively participated in.</p> <p>* Qualitative (in-depth interviews / focus groups) consumer market research;</p> <p>* Report on current and previous attitudes of target consumer groups; Men over 40; and Intenders;</p> <p>* Project monitoring and evaluation reports including consumer-research data and statements from consumers.</p> <p>* Quantitative (computer / doorstep interviews / surveys) consumer-group market research;</p> <p>* Report on current and previous behaviour of target consumer groups; Men over 40 and Intenders;</p> <p>* Project monitoring and evaluation reports including consumer-research data and percentage of consumers.</p> <p>* Recognition in CITES Standing Committee, CITES CoP and Rhino Working Group documents, and CBD SBSTTA of the approach taken in regards to demand reduction;</p> <p>* Viet Nam’s achievements in regard to delivery against commitments under CITES Decision 16.85.</p> <p>* TRAFFIC and IUCN SSC (African Rhino Specialist Group, Asian Rhino</p>	<p>*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.</p> <p>*Government engagement in activities; wider political environment supports demand-reduction messaging without censorship of initiative implementation; Viet Nam CITES MA remains committed to delivering actions under CITES Decision 16.85.</p> <p>*Demand from Viet Nam is a major driver of poaching of rhinos in Africa.</p> <p>*Other consumer markets, e.g. China, do not rapidly develop and expand, overwhelming results in Viet Nam.</p>

Project summary	Measurable Indicators	Means of verification	Important Assumptions
		Specialist Group) rhino report to CITES including population, distribution and poaching, trade and seizure data for range States; * National-level poaching statistics.	
Outputs: 1. Strategy, work plan and implementation framework: to reduce demand for rhino in Viet Nam 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.	*A Network of Behaviour-Change Experts (NBCE) engaging on rhino horn in particular and wildlife consumption in general is established by October 2014. *Technical Advisory Group (TAG) to guide the project formed by December 2014. *Communication channels for effectively reaching the two key consumer groups are identified by December 2014. *By December 2014, a detailed behaviour-change strategy is completed and outlines at least two initiative 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. *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.	<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; • Initiative messages; • Messages signed off by TAG; • Evaluation report of message testing; • Framework including work plan produced and approved by TAG; • Review and incorporate comments from NBCE 	*Behaviour change experts open to collaboration and joining the technical advisory group; no conflict from other initiatives; remain engaged and supportive. *Communication channels utilised are accessible and appropriate for key consumer groups; political environment supports demand-reduction messaging without censorship. *Network of behaviour-change experts are able to agree on communication messages and an approach. *An effective strategy is developed with no major delays. *Key influencers including the Government of Viet Nam, Ministry of Health, local businesses will be interested and willing to engage in activities. *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. *Representative socio-demographic sample secured through the baseline data can be resurveyed through the summative research phase; personal

Project summary	Measurable Indicators	Means of verification	Important Assumptions
			<p>circumstances of consumers have remained largely the same; there has been no major shift in GDP and similar economic indicators.</p> <p>*Activities completed with no major delays; TAG remains engaged and supportive.</p> <p>*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. * DR Side event @ Hanoi Conference IWT</p>
<p>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.</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. CCPE, MARD, MoNRE, MoH, etc.) involved in developing demand-reduction strategy and messaging by April 2015.</p>	<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 	

Project summary	Measurable Indicators	Means of verification	Important Assumptions
	<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 (CCPE) to assist in disseminating messaging targeting consumer groups by June 2015.</p>	<p>including meetings and workshops.</p>	
<p>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 initiatives, 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 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 initiative featuring identified "influencers" and communications messaging from June 2015.</p>	<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. 	

Project summary	Measurable Indicators	Means of verification	Important Assumptions
<p>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, 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>	<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. 	
<p>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.</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>	<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. 	

Project summary	Measurable Indicators	Means of verification	Important Assumptions
Activities (each activity is numbered according to the output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)			
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		

Project summary	Measurable Indicators	Means of verification	Important Assumptions
Activity 4.3	Repeat consumer research undertaken and analysed including report publication		
Activity 4.4			
Activity 4.5			
Output 5	Documents for CITES Standing Committee meetings written, reviewed and submitted		
Activity 5.1			
Activity 5.2			
Activity 5.3			
Activity 5.4			
Activity 5.5	Presentation of the project at AfRSG and AsRSG meetings		

Annex 2 Report of progress and achievements against final project logframe for the life of the project Logical Framework

Project summary	Measurable Indicators	Progress and Achievements
<p>Impact</p> <p>Demand for rhino horn in Viet Nam 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 has contributed to developing a model approach for demand reduction, which is in line with CITES-supported demand reduction strategy. The Consumer Survey results show that there has been a change in Knowledge, Attitude and Practice (KAP) of that target audience. However direct links to reduced demand for rhino horn in Viet Nam and poaching numbers are yet to be determined.</p>
<p>Outcome</p> <p>By May 2016, demand for rhino horn reduced by 25% in two consumer groups in Viet Nam through evidence-based behaviour-change, demonstrating best practice for replication and contributing to rhino conservation</p>	<p>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.</p> <p>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 Viet Nam (Men over 40 and Intenders) against the 2013 baseline</p> <p>Indicator 3: By May 2016, there is a 25% reduction in consumption of rhino horn within a sample of potential, indicative consumers in Viet Nam 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>A large range of “influencers” were engaged in the Chi Initiative by Dec 2014 and throughout the project.</p> <p>The consumer survey completed in November 2015 indicates a positive change in attitude against using rhino horn use amongst surveyed samples.</p> <p>It has not been possible to confirm if there has been a 25% reduction in consumption.</p>

Project summary	Measurable Indicators	Progress and Achievements
	<p>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 recognized by CITES at the 2016 CoP and by other conservation groups</p>	<p>A behaviour change model approach has been developed and is now integrated into all of TRAFFIC's demand reduction work and has been shared with CITES and other stakeholders. The approach is continuously being reviewed and updated.</p>
<p>Output 1.</p> <p>Strategy, workplan and implementation framework: to reduce demand for rhino in Viet Nam 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>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.</p> <p>Indicator 2: Technical Advisory Group (TAG) to guide the project formed by December 2014.</p> <p>Indicator 3: Communication channels for effectively reaching the two key consumer groups are identified by December 2014.</p> <p>Indicator 4: By December 2014, a detailed behaviour-change strategy is completed and outlines at least two initiative strategy options (based on eight benchmark criteria to quality-assure social-marketing interventions) that both aim to</p>	<p>TRAFFIC has managed to establish connections with over 60 behaviour change experts as part of their overall behaviour change programme. These are managed through a LinkedIn discussion group; experts are consulted on the project on an <i>ad hoc</i> basis rather than forming a fixed group.</p> <p>The TAG membership and guidelines were developed with the first meeting being held in April 2015. It includes five experts who are business leaders and two experts from VCCI and T5G. This group provided expert advice on the initiative creative and the placement plan itself and the behaviour change strategies and theories that surround the Chi initiative.</p> <p>By August 2014 the communication initiative materials had been developed.</p> <p>An initiative placement plan was developed by December 2014 with support from PSI, the Initiative was delivered between Sep 2014 and Dec 2015 and was targeted at wealthy urban residents of Hanoi and HCMC.</p>

Project summary	Measurable Indicators	Progress and Achievements
	<p>reduce the demand for rhino horn in at least two key consumer groups by 25% by May 2016.</p> <p>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.</p> <p>Indicator 6: By June 2015, a framework for delivering a behaviour-change strategy is designed and incorporates benchmark criteria for social-marketing interventions</p>	<p>Key messages were developed by PSI for the Chi Initiative along the themes of Be Aware, Masculine Appeal, Spirituality & Boardroom</p> <p>In year one, the project developed an initiative plan and related behaviour change framework materials including power point 'decks' describing initiative insights/background, behaviour change theoretical foundation, archetype analysis and refinement through new data from consumer surveys.</p>
Activity 1.1	Research to identify influencers / key opinion leaders for consumer groups	The project successfully identified and worked with a wide range of key opinion leaders.
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	Connections were 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.
Activity 1.3	Identify subset of network members to establish Technical Advisory Group (TAG); develop ToRs, methods and schedule of engagement; maintain regular updates	The TAG was set up to provide expert advice on the initiative, the placement plan itself and the behaviour change strategies and theories that surround the Chi initiative.
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	A communication plan which mapped out communication channels was developed with support of PSI. Details of these can be seen in output 3.
Activity 1.5	Meeting with project partners and stakeholders to develop detailed strategy	In year one, PSI and TRAFFIC developed a detailed strategy; project partners and stakeholders were consulted to feed into the project strategy.
Activity 1.6	Coordinate review of strategy	The final strategy was approved during November 2014 – Jan 2015. The strategy is documented in several documents and was continuously adapted throughout the project.

Project summary	Measurable Indicators	Progress and Achievements
Activity 1.7 Meeting with creative experts to brainstorm messaging and branding (including Government)		<p>PSI worked with TRAFFIC and other partners to develop a creative brief, to select a creative agency. They reviewed and interpret pre-test findings, finalizing creative content and developing a placement plan. The creative agency, Clipper Indochine developed the initiative messaging and branding for Chi.</p> <p>There were four distinct creative messages:</p> <ul style="list-style-type: none"> i) Be Aware concept: designed to capture the audience’s attention and challenge popular misperceptions regarding the value and the benefits of using rhino horn; ii) Masculine Appeal: designed to promote men who rely on the strength within them, instead of a piece of rhino horn, as appealing to women; and iii) Spirituality: designed to promote men who rely on the strength within them, instead of a piece of horn, as positioned for good fortune; and iv) Boardroom: designed to promote men who rely on the strength within them, instead of a piece of horn, as successful in business. <p>All four creative concepts were based on evidence collected through a qualitative, in-depth study completed by PSI earlier in 2014, and with feedback from users of RH collected through initiative pre-testing.</p> <p>Designs of these messages have been included in the verifying documents.</p>
Activity 1.8 Testing and finalisation of messaging		<p>In June 2014, PSI research team pre-tested 5 different creative concepts and 4 logo options developed in collaboration with Clipper Indochine in response. Printed colour versions of the creative concepts and logo designs were used to assess target audience feedback, using PSI’s initiative pre-test methodology, which covers comprehension, appeal, and likelihood to motivate behaviour change and possible negatives.</p> <p>Small Focus Group Discussions (FGD) using an open-ended discussion guide was utilized to collect feedback from Vietnamese businessmen aged 40-55 living in Hanoi or HCM, who reported using rhino horn in the</p>

Project summary	Measurable Indicators	Progress and Achievements
		<p>last 12 months.</p> <p>PSI's research team visited high-end coffee shops to approach, screen and recruit respondents. Individuals who met screening requirements were then invited to participate in FGDs with at least 3 participants together at a time in a safe, business like setting (such as office conference room). In each city, a total of at least 10-12 participants participated through approximately 3 different small group discussions. Each FGD lasted approximately 60-75 minutes. All FGDs were recorded and transcribed.</p> <p>Findings from the pre-test were reviewed together with TRAFFIC as well as PSI's behaviour change communication team, and used to refine creative concepts and to develop the final initiative logo. Based on strong positive feedback from the pre-testing for the Be Aware, Boardroom, Spirituality and Masculine Appeal images—all 4 creatives were refined further for use in the initiative. Because none of the logo options developed by Clipper Indochine resonated with the target audience, PSI's behaviour change communication team developed alternatives consistent with the concept of 'Chi' (inner strength, or will), which solicited positive feedback from the target audience.</p>
Activity 1.9 Develop and agree on framework for delivery with regular updates following evaluation of effectiveness and implementation		The project developed an initiative plan and related behaviour change framework materials including power point 'decks' describing initiative insights/background, behaviour change theoretical foundation, archetype analysis and refinement through new data from consumer surveys. All in close consultation with TRAFFIC Consumer Behaviour Change Coordinator
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 also used this activity as an opportunity to evaluate/monitor and receive feedback from our partners and stakeholders on the Chi initiative strategy and its framework to communicate, for example:</p> <ul style="list-style-type: none"> • We have held regular workshops around the Chi initiative messaging, the delivery of activities, survey results etc. with PSI to ensure quality delivery and increase reach of the initiative • We delivered two workshops with TMA of MoH for TM practitioners.

Project summary	Measurable Indicators	Progress and Achievements
		<p>These workshops included a session in which the practitioners and pharmacists reviewed and commented on the communication materials (aligned with the Chi initiatives message) that will be dispersed amongst TMA practitioners in 2015</p> <ul style="list-style-type: none"> • During the week of October 2015, PSI met with TRAFFIC and WWF representatives twice to review target audience feedback on the final initiative creatives—including a presentation by PSI’s research team based on physical visits to billboards placed in Hanoi and interviews with users or intenders exposed to the billboards.
<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>Indicator 1: Communication materials and products designed and produced using agreed messaging and in line with the behaviour change strategy by June 2015.</p> <p>Indicator 2: One influential international business leader identified and engaged in developing messaging to Vietnamese business community by July 2015.</p> <p>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.</p> <p>Indicator 4: Four Government agencies (e.g. CCPE, MARD, MoNRE, MoH, etc.) involved in developing demand-reduction strategy and messaging by April 2015.</p> <p>Indicator 5: One Traditional Medicine Association (e.g. Hanoi</p>	<p>The Chi initiative materials were produced by August 2014 and the initiative was launched in Sep 2014. Many of the materials were developed along the life of the initiative.</p> <p>Key influencers included 4 international key opinion leaders</p> <p>Key influencers included 21 influential Vietnamese opinion leaders, this included business leaders, government agencies and TM associates.</p> <p>We secured partnerships with several government departments including CCPE, MOH, MARD, MoNRE and signed MoUs with 3 government agencies: CCPE, MOH, and VCCI.</p> <p>We have worked with T5G of MoH to deliver behaviour change</p>

Project summary	Measurable Indicators	Progress and Achievements
	<p>TMA) involved in developing demand-reduction strategy and messaging by May 2015.</p> <p>Indicator 6: Vietnamese state-controlled media engaged through cooperation with relevant Government Agency (CCPE) to assist in disseminating messaging targeting consumer groups by June 2015.</p>	<p>messaging to future TM practitioners and experts through workshops with 11 leading TM universities in Hanoi and Ho Chi Minh</p> <p>We have worked with Vietnamese state-controlled media CCPE.</p>
<p>Activity 2.1</p> <p>Design communication materials and products</p>		<p>The four creative concepts were developed in collaboration with Clipper Indochine. All four concepts were designed using consistent look and feel and messaging, centred on the Vietnamese concept of 'Chi' or inner strength/will.</p> <p>PSI oversaw all aspect of creative execution as follows: model selection, photo-shoot 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>Stakeholder meetings and other informal opportunities were used to comment and input on the initiative. For example Mr Tung Do Quang, Director of the CITES Management Authority, was key in providing the support to the Chi initiative by working closely with TRAFFIC to ensure formal approvals were in place for the initiative launch on 22 September 2014.</p> <p>After an official face-to-face meeting with all TAG members in Viet Nam in April 2015, at least three follow-up emails were sent during this reporting period to TAG gathering their technical feedbacks on improving the Initiative. More face-to-face meetings occurred with TAG members who became project partners such as such as members from VCCI and TG5. The rest of TAG requested that their communication be via e-mails due to other commitments. Follow-up phone calls in between e-mails helped to engage and get feedback from some TAG members.</p> <p>For key partners such as CCPE, VCCI, MOH there are umbrella MoUs. For each year, we made a Cooperative Agreement including specific</p>

Project summary	Measurable Indicators	Progress and Achievements
		activities that we would do with partners, and for each activity we had a separate contract with a detailed concept note and activity objectives. Consultation on the designs was done between TRAFFIC and PSI and other creative partners.
Activity 2.3 Production of communications materials		Many communication materials were successfully developed. The CSR guide and business brief have been an integral tool in engaging the target audience and shift them towards a zero-tolerance of wildlife crime. These are listed in annex 3.
Activity 2.4 Engage and manage international "influencer"		The initiative found champions in foreign governments (including the US and South African Embassies), business associations (including VCCI and the Young Business People's Association). The partners helped distribute Chi communications materials at their diplomatic and business events, and provide in-kind and financial supports towards the organisation of Chi high profile and creative events.
Activity 2.5 Engage and manage Vietnamese "influencers"		Engaging and managing Vietnamese influencers has been greatly facilitated by the partnership with VCCI and individual business leaders including Khai Silk, Do Minh, Huy Tuan, and Mr Vu Pham Nguyen Tung, (Project Director of Vietjet Airlines).
Activity 2.6 Engage and consult with Government agencies through face-to-face meetings		As mentioned in previous sections a lot of work has been done with CCPE, MOH, MARD, MoNRE, VNPT and VCCI
Activity 2.7 Engage and discuss with TM associations through face-to-face meetings		TRAFFIC collaborated with T5G organize to deliver the TOT workshops
Activity 2.8 Engage with Vietnamese media and communications channels to assist in disseminating messaging through workshops and meetings		The partnerships CCPE and the T5G allowed the project to engage and integrate Chi messaging into the Vietnamese media and communication channels extremely successfully. Also the partnership with VCCI allowed the team to integrate Chi messaging into VCCI events and communications.
Output 3. Targeted activities to change behaviour: by undermining emotional and functional motivators	Indicator 1: Four receptions, lectures, talks by "influencers" (e.g. businessmen, business advisors, management consultants, authors of business books, etc.) hosted for	There have been a substantial number of events at which the initiative was displayed and messaging was integrated into, this far exceeds the target of four.

Project summary	Measurable Indicators	Progress and Achievements
<p>for rhino horn consumption, including hosting business receptions and high-profile events, developing corporate and Government codes of conduct and ethical standards, launching media initiatives, publishing opinion pieces, etc.</p>	<p>participants representing key target groups through collaboration with local business by January 2016.</p> <p>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.</p> <p>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.</p> <p>Indicator 4: Public statements from Government agencies and/or high-ranking Government official (e.g. MoH, MoNRE, CCPE, etc.) supporting the communications messaging by June 2016.</p> <p>Indicator 5: Implementation of media initiative featuring identified "influencers" and communications messaging from June 2015.</p>	<p>The project developed the Chi CSR guide, TRAFFIC then worked with VCCI to provide coaching for five well-known companies and integrate the 'Chi CSR Guide'.</p> <p>Chi messaging was placed in a one-page editorial piece in Viet Nam Airlines' inflight magazine, Heritage and a full-page PR piece-featuring in the Robb Report. The development of a Case study book with VCCI was distributed at different VCCI business events throughout 2016.</p> <p>VNPT encouraged companies to take a zero tolerance approach towards the consumption of illegal wildlife among its more than 90,000 employees by broadcasting the Chi behaviour change messages on the company's website and internal communication channels.</p> <p>A fully integrated media initiative was delivered and completed by December 2015, this featured many of the key influencers in the initiative including the YouTube video of Khai Silk, Do Minh and Huy Tuan sharing the message of Chi.</p>
<p>Activity 3.1 Organise reception, lectures, talks for business leaders with high-profile international business leader</p>		<p>During September 2014-December 2015 the project team has organised or attended in excess of 12 events to engage with the target consumer group, these are listed in 2.1 output 3. This has ranged from golf events, business conferences and training workshops working with business leaders, students, government agencies and traditional medicine professors.</p>

Project summary	Measurable Indicators	Progress and Achievements
Activity 3.2 Organise high-profile corporate engagement events with Vietnamese business leaders to deliver messages to key consumer groups		Please see above
Activity 3.3 Disseminate message through social media and internet avenues (e.g. Google)		The Chi microsite was launched in February 2015 and is still live, the website engages the target audience in more in-depth discussions about Chi and misperceptions regarding rhino horn use. To promote the website a banner promotion was launched and Google AdWords Pay-per-Click were used. TRAFFIC's Facebook fan page also shared all of the Chi related activities.
Activity 3.4 High-profile event directed at key consumer groups – e.g. TEDx		The Chi message was delivered directly to the target audience through a wide variety of business and luxury events as described in 2.1 output 3
Activity 3.5 Messages placed in prominent magazines or newspapers through workshops and meetings		<p>A PR initiative was launched in 2015, PSI worked with popular journalists and magazine forums popular among Mr. L to write feature articles regarding Chi.</p> <p>Two Chi editorials were placed in Viet Nam Airline's in-flight magazine, Heritage, for 4 months as described above. PSI worked closely with Heritage on content development and design. This was one of the most targeted publications to reach Mr L.</p> <p>In conjunction with the partnership PSI negotiated for with the sponsorship of the Robb Report's CEO dinner in June 2016, Robb Report released two full-page editorial pieces about the event and the Chi initiative. PSI also worked with Robb Report to create a PR page which promoted ideas that style and masculinity comes from within and maybe, a bespoke suits, but definitely not from a piece of horn</p> <p>We worked with Otofun forum in late April 2015 (the top website/forum on automobiles in Viet Nam with close to 30 million views per month.</p> <p>Section 11 lists links to many of the publications.</p>
Activity 3.6 High-profile Government champion identified to raise the profile of the issue		In November 2015 at the monthly Congress held by CCPE for propagandists from around the country, Mr. Bui The Duc, Vice Chairman of CCPE, spoke to provincial propagandists about wildlife Trafficking and "issues of rare and endangered wildlife protection" to provide guidance on protecting wildlife "in line with the direction of the State and the Party."

Project summary	Measurable Indicators	Progress and Achievements
		With the government Communications Committee endorsing wildlife Trafficking as an issue of importance.
Activity 3.7 Workshops with Doctors' associations and medical service providers to disseminate message		In November 2015 TRAFFIC and T5G organised two TOT workshops for professors and final year students from 11 leading pharmacy and traditional medicine universities as described in section 2.1 output 3.
Activity 3.8 Public event involving key medical professionals		After the TOT workshops were delivered, the Hanoi and HCMC TM universities held their own trainings to encourage the next generation of TM practitioners to adopt the new tradition of a zero tolerance of the use of endangered wildlife in TM. The communications materials developed in conjunction with the TMA were distributed at these events.
Activity 3.9 Design and produce a series of YouTube viral videos with key influencers in Vietnamese		A three-minute film starring three successful Vietnamese businessmen) was launched on World Rhino Day, September 22, 2015 https://www.youtube.com/watch?v=1fHzmdO9B1A . The film has been widely disseminated through various media channels, including TRAFFIC, SRI and WWF's social media, Chi Ambassadors at events.
Activity 3.10 Targeted direct mail through credit card and airline mileage statements		Chi initiative messages were dissemination through the Chi-themed envelopes/postcards for elite passengers on Viet Nam Airlines flights departing from Hanoi and HCMC.
<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>Indicator 1: Assessment of project annual progress reports monitoring and evaluating the effectiveness of specific activities and messaging.</p> <p>Indicator 2: Completion of repeat comparative consumer research to 2013 baseline study using similar methods and across indicative sample by February 2016.</p> <p>Indicator 3: Convening of expert and stakeholder workshop to evaluate methods and impact, share</p>	<p>The project log frame and time plan have been used to monitor progress of the overall project successfully. The timeline was managed by Trinh Nguyen and progress updates were given to the rest of the project team in monthly meetings</p> <p>One consumer survey was carried out prior to the project's inception and then, two consumer surveys were carried out during the lifetime of the project to measure changes in the consumer in order to evaluate the Chi initiatives impact.</p> <p>The evaluation of the campaign has not been done in one workshop but instead through consultation with TAG and NBCE and is on-going. In addition the Chi messaging was presented at the behaviour change</p>

Project summary	Measurable Indicators	Progress and Achievements
	<p>lessons learned and identify priority countries, species and commodities for future demand reduction initiatives with project partners and stakeholders by April 2016.</p> <p>Indicator 4: Production and TAG approval of evaluation report including lessons learned and report made available for uptake and consideration by May 2016.</p>	<p>expert stakeholder workshop held in March 2016 in Hong Kong Also in March 2016, TRAFFIC presented the behaviour change framework and Chi at the ASEAN-WEN meeting in Siem Reap, Cambodia.</p> <p>The results of the Chi Initiative were compiled from the 2015 consumer survey and shared with members of the TAG during their participation in some of the events such as CITES COP 17 and Hanoi IWT Conference 2016 and through one to one conversations.</p>
Activity 4.1 Ongoing monitoring and evaluation of activities and messaging		<p>Monitoring of the project messaging and activities were reviewed throughout the life of the communication plan.</p> <p>This included reviewing the placement plan for billboards, online banners, event materials, direct mail, messaging on airline boarding cards, website stats and at all events and the two consumer surveys.</p>
Activity 4.2 Continual engagement with TAG		<p>TRAFFIC continue to engage with the TAG however some members are more active than others. The two experts from VCCI and T5G have worked closely with the project and are the most proactive members when consulted. The other members are extremely busy and preferred to be consulted by email or on the phone and sometimes can be difficult to get a response from. The team will continue to work with this group going into phase two of the Chi initiative.</p>
Activity 4.3 Repeat consumer research undertaken and analysed including report publication		<p>A repeat consumer research was conducted during the period of Nov 2015 to March 2016 by Indochina Research to evaluate the impact of Chi Initiative. The research had the sample size of 600 of Mr.L in both Hanoi and HCMC, included qualitative and quantitative components, to gather self-reported data to inform adaptive management approaches and strengthen Chi's resonance and impact.</p>
Activity 4.4 Expert and stakeholder workshop organised and undertaken		<p>In March 2016 more than 100 behaviour change experts and practitioners met in Hong Kong to formulate innovative approaches and action plans to change the knowledge, attitudes and practice of consumers of illegal wildlife products. Participants from approximately 60 organizations across the globe represented diverse professional and research experience on influencing consumer choice and a wide spectrum of markets, economies</p>

Project summary	Measurable Indicators	Progress and Achievements
Activity 4.5 TAG approval of evaluation report		and cultures. This activity has been replaced by presenting the results at the CITES COP meeting in October 2016. The TAG was engaged before this presentation to provide their comment and feedback on the presentation. As part of this consultation the initiative was presented at the behaviour change conference in Hong Kong and shared the Chi experiences there for comment and feedback. An evaluation report document as such has not been completed.
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.	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	TRAFFIC have participated in commenting on the CITES Management Authority (MA) rhino horn report for the SC66. TRAFFIC also presented a letter including concerns and comments at the SC66 meeting. TRAFFIC delivered a Demand Reduction side event at CoP17, IUCN WCC and Hanoi IWT conference Papers have been written that incorporate the learning's from the Chi initiative.
Activity 5.1 Documents for CITES Standing Committee meetings written, reviewed and submitted		TRAFFIC participated in commenting on the CITES MA rhino horn report for the SC66. TRAFFIC presented a letter including concerns and comments at the SC66 meeting
Activity 5.2 Presentation of documents of project at CITES Meetings		TRAFFIC has had several face-to-face meetings with the CITES MA in Viet Nam and have kept CITES MA up to date about the progress of the Chi initiative work during these meetings.
Activity 5.3 Demand Reduction Side Event planned and executed at CITES CoP17		TRAFFIC organised a Demand Reduction side event at the CoP17 and IUCN WCC conference

Project summary	Measurable Indicators	Progress and Achievements
Activity 5.4 Journal article written and submitted to journal		Several papers have been written including an article for Pachyderm (awaiting review)
Activity 5.5 Presentation of the project at AfRSG and AsRSG meetings		The Chi initiative was presented at the AfRSG conference in February 2016. There has not been an AsRSG meeting since 2012.

Annex 3 Onwards – supplementary material (optional but encouraged as evidence of project achievement)

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.	Y
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.	Yes but separately
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.	N
Have you involved your partners in preparation of the report and named the main contributors	Y
Have you completed the Project Expenditure table fully?	Y
Do not include claim forms or other communications with this report.	