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## USAID REDUCING DEMAND FOR WILDLIFE

### A REVIEW OF USAID WILDLIFE ASIA SOCIAL AND BEHAVIOR CHANGE COMMUNICATION (SBCC) CAMPAIGNS

SEPTEMBER 2022

This document was produced for review by the United States Agency for International Development (USAID). It was prepared by RTI International for the USAID Reducing Demand for Wildlife Activity, AID-468-I-16-0001, TO 72048621F00002. The contents of this study/report are the sole responsibility of RTI International and do not necessarily reflect the views of USAID or the United States government.



# USAID Reducing Demand for Wildlife

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## A Review of USAID Wildlife Asia Social and Behavior Change Communication (SBCC) Campaigns

September 2022

Contract Number: AID-468-I-16-00001, TO 72048621F00002  
Activity Start and End Date: August 25, 2021 to February 24, 2023  
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Submission date: September 26, 2022

Cover photo: Key visual from the *Beautiful Without Ivory* campaign, USAID Wildlife Asia.  
Translation of cover photo text: True beauty does not need ivory. Ivory is Never Beautiful, Never Acceptable.

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## ACRONYMS

ASEAN	Association of Southeast Asian Nations
BCC	Behavior Change Communication
BWI	Beautiful Without Ivory (Campaign - Thailand)
CCPE	Central Committee for Propaganda and Education
CITES	Convention on International Trade in Endangered Species
COVID-19	Coronavirus Disease 2019
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CWT	Counter Wildlife Trafficking
DRSG	Demand Reduction Steering Group
HAWASME	Hanoi Women's Association of Small and Medium Enterprises
INEB	International Network of Engaged Buddhists
IFAW	International Fund for Animal Welfare
MEL	Monitoring, Evaluation, and Learning
NINT	No Ivory No Tiger (Campaign – Thailand)
PSA	Public Service Announcement
SBCC	Social and Behavior Change Communication
SM	Social Mobilization
TCM	Traditional Chinese Medicine
VATA	Vietnam Automobile and Transport Association
VCBA	Vietnam Central Buddhist Association
VCCI	Vietnam Chamber of Commerce and Industry
USAID	United States Agency for International Development
WFG	Wildlife Free Gifting (Campaign - China)
WPL	Wildlife Protection Law (Campaign - China)
WWF	World Wildlife Fund
ZSL	Zoological Society of London



## EXECUTIVE SUMMARY

The United States Agency for International Development (USAID) Wildlife Asia Activity, implemented from 2016 to 2022, pioneered the use of social and behavior change communication (SBCC) as an approach to reduce the consumer demand making up part of the multibillion-dollar trade in illegal wildlife products. SBCC demand reduction efforts complemented USAID Wildlife Asia’s supply-side disruption activities as a holistic approach towards counter wildlife trafficking (CWT). Past communication campaigns to reduce demand for wildlife products targeted general populations and resulted in high levels of awareness. However, they did not significantly reduce demand among actual and potential buyers and consumers. The conservation messages in past campaigns, which highlighted cruelty and the plight of animals, have not resonated with those who use or would like to use illegal wildlife products. Applying SBCC principles, USAID Wildlife Asia campaigns targeted current and potential consumers, rather than the general public, and promoted messaging to counter the drivers underlying demand for these products.

This SBCC review was undertaken from data analyzed on nine USAID Wildlife Asia campaigns implemented in China, Thailand, and Vietnam from 2018 to 2021 to reduce demand for elephant ivory, pangolin, rhino horn, and tiger parts and products by changing attitudes and behaviors and shifting social norms. This review assesses the factors that contributed to the success of these campaigns, the challenges faced, actions taken, and lessons learned. It provides insights and recommendations for future SBCC demand reduction campaigns and shows the benefits of the SBCC approach. The nine campaigns are summarized in the Table I below.

TABLE I. USAID WILDLIFE ASIA SBCC CAMPAIGNS					
COUNTRY	DEMAND REDUCTION CAMPAIGN	WILDLIFE SPECIES			
		 Elephant	 Rhino	 Pangolin	 Tiger
China	Wildlife Protection Law	✓	✓	✓	✓
	Wildlife Free Gifting Phase 1	✓	✓	✓	✓
	Wildlife Free Gifting Phase 2	✓	✓	✓	✓
Thailand	Digital Deterrence Phase 1	✓			✓
	Digital Deterrence Phase 2	✓			✓
	Beautiful Without Ivory	✓			
	Spiritual Beliefs Phase 1	✓			✓
	Spiritual Beliefs Phase 2	✓			✓
Vietnam	Chi III		✓		

Each country rigorously applied the five-step SBCC planning process to design and implement these campaigns. Despite differences in the drivers addressed, messaging, and implementation strategies, the post-campaign surveys demonstrated that all campaigns achieved significant shifts in desired attitudes, social acceptability, and demand measured by future intention to buy, as defined in the Activity’s demand reduction Theory of Change. Campaign exposure led to dramatic reductions in the demand reduction indicators, including attitudes/beliefs driving consumption, social acceptability, and intention to purchase. Post-campaign evaluation of the USAID Wildlife Asia campaigns demonstrated an average 50 percent drop from 2018 to 2020 in consumers’ intent to buy wildlife

products and a 30 percent decrease in perceived social acceptability of buying and using wildlife products in China, Thailand and Vietnam.

## **What is Social and Behavior Change Communication (SBCC)**

SBCC is a planned process developed under the USAID C-Change project. It uses a socio-ecological model that recognizes the relationship between people and their environment to identify “tipping points” to change individual behaviors and social norms. It uses a five-step planning process that applies research evidence and behavioral theory: 1) Understanding the situation, 2) Focusing and designing, 3) Creating, 4) Implementing, and 5) Monitoring, evaluation, and replanning.

SBCC employs three strategies: behavior change communication (BCC) to directly address targeted individuals and groups; social mobilization (SM) to engage the active support of influencers like civil society, the private sector, and other constituencies; and advocacy to influence policy makers and other decision makers. SBCC has been recognized and widely applied as an effective means to promote behavior change in the health and other sectors, but had not been utilized to reduce demand for wildlife and wildlife products until USAID Wildlife Asia.

## **Key Ingredients to Success**

Post-campaign surveys in 2020 and 2021 to assess the impact of the nine campaigns found significant decreases in social acceptability and the intention to purchase wildlife products in the future. Below are the key factors to the campaigns’ success.

### ***1. Understanding Current/Potential Consumers and Their Motivations***

Baseline consumer research provided data and insights on the audiences to target and the motivational factors to address. Prioritizing the current and potential consumer segment as the target audience, rather than the general public, increased cost-efficiencies and effectiveness, since it focused the messaging on reaching those whose attitudes and behaviors need to be changed. Focusing on priority consumption drivers directly addressed the motivations to consume wildlife products with messages that resonated with target audiences. In some instances, these drivers cut across more than one species. For example, spiritual beliefs drive demand for both ivory and tiger products in Thailand, and gift giving drives demand for ivory, pangolin, rhino, and tiger products in China, which made multi-species campaigns effective.

### ***2. Messaging and Messengers***

Crafting key messages to counter motivational drivers that were pretested with actual consumers and intenders or those sharing these consumers’ profiles, resulted in messages and materials that engaged the target audience. Messages that considered deeply ingrained cultural values and contexts, as well as government priorities, resonated with consumer motivations. A focus on drivers (which address core values) proved more effective than a focus on species. Bringing in locally respected influencers as messengers provided high appeal, credibility, recall, and visibility despite the short duration of campaigns.

### ***3. Implementation and Monitoring***

A dissemination plan that precisely targeted the audience using social media and online platforms based on consumer profiles and at out-of-home locations where the target audience is most likely to buy or find wildlife products contributed to high reach and frequency of reach for the campaigns. A significant proportion of the target audience recalled being exposed to campaigns at least three times or more, which correlated with positive changes in desired attitudes. The effective dissemination of messages online also proved essential to sustain reach during the height of the coronavirus disease 2019 (COVID-19) pandemic.



Geographic targeting of campaigns in consumer hotspots ensured that messages reached the consumer groups and in contexts where they were likely to find illegal wildlife products. Extensive partnerships and leveraged funds further expanded reach through face-to-face events and additional online and other placements.

Robust monitoring supported adaptive management and measurement of progress towards achieving impact. Using digital analytics and online mini-surveys to monitor social media placements and audience reactions helped to identify course correction actions during campaign implementation to improve the campaigns' effectiveness.

#### **4. Digital Marketing Innovations**

Digital marketing generally creates demand for products and services. The innovative use of digital marketing techniques to reduce demand that precisely targeted potential consumers online helped to interrupt online decision-making processes. These techniques used targeted ads based on keyword searches and profiled consumers, resulting in high recall and cost-efficiencies.

#### **5. Post-campaign Evaluation**

The use of post-campaign evaluation research to collect data on the target audience's recall and then correlate the level of recall with attitudes, perceived social norms, and intention to purchase in the future was a pioneering effort for the CWT sector. Previous campaign evaluations tended to focus primarily on campaign reach. The USAID Wildlife Asia post-campaign data allowed for comparing the findings with baseline results, and the analysis found that SBCC was an effective approach in achieving desired changes based on the Activity's Theory of Change.

### **Recommendations**

Based on the results of this review, recommendations for planning future SBCC interventions to reduce demand for illegal wildlife products and promote conservation practices have been identified. Key recommendations are summarized below:

- Expand the campaign to target the emerging consumer segment of affluent youth (Generation Y) who are entering the market.
- Strengthen social mobilization and advocacy to increase social unacceptability of buying and using wildlife products that will sustain reduced demand.
- Utilize evaluation methods that would dive deeply on the "why" and "how" of attitudes and behavior changes to complement quantitative methods that reveal the "what" and "where".
- Strengthen coordination at the regional (Southeast Asian) level to optimize demand reduction efforts among affluent travelers and consumers of other wildlife products that cut across country barriers (e.g. wild meat).
- Expand and strengthen a network of SBCC advocates at the regional level.



# I INTRODUCTION

Without a concerted effort to address consumer demand, the multibillion-dollar trade of illegal wildlife products will continue to flourish. Conservationists and governments are increasingly interested in finding sustainable solutions to reduce demand. Past communication campaigns to reduce demand for wildlife products targeted general populations and resulted in high levels of awareness. However, they did not significantly reduce demand among actual and potential buyers and consumers. The conservation messages in past campaigns, which highlighted cruelty and the plight of animals, have not resonated with those who use or would like to use illegal wildlife products. Applying social and behavior change communication (SBCC) principles, the United States Agency for International Development (USAID) Wildlife Asia Activity planned and implemented demand reduction campaigns that targeted current and potential consumers, rather than the general public, and promoted messaging to counter the drivers underlying demand for these products.

The USAID Wildlife Asia Activity demonstrated the power of the SBCC approach. Despite differences in the drivers addressed, messaging, and implementation strategies, the post-campaign surveys demonstrated that all campaigns achieved significant shifts in desired attitudes, social acceptability, and demand measured by future intention to buy among current and potential consumers in China, Thailand, and Vietnam, as defined in the Activity's demand reduction Theory of Change. This report analyzes the key ingredients of those successes, and key lessons learned through a comparison of the three country approaches to SBCC campaigns. It also highlights emerging developments and opportunities for future initiatives.

## I.1 AIMS, OBJECTIVES, AND METHODOLOGY

The SBCC review of nine campaigns in China, Thailand, and Vietnam between 2018-2021 was undertaken to assess and compare country approaches to campaign design, implementation, and evaluation, and provide recommendations based on promising approaches, lessons learned, and new priorities. It also describes key elements of success from the nine campaigns, and how the SBCC approach yielded significant, measurable reductions in consumer demand for illegal wildlife products.

### OBJECTIVES

- Analyze factors that contributed to effectiveness and impact of campaigns
- Highlight limitations and challenges that affected planning, implementation, and outcomes
- Outline recommendations to strengthen planning, implementation, and evaluation for current/planned SBCC in the region based on analysis findings and emerging trends
- Identify future opportunities and synergies for collaboration and joint action among countries in the Association of Southeast Asian Nations (ASEAN) region

### KEY QUESTIONS THE SBCC REVIEW ADDRESSES

The review analyzed specific factors that led to campaign outcomes in the three countries to identify insights into effective SBCC approaches for future investment. Key questions for analysis included:

- How did SBCC interventions used by USAID Wildlife Asia achieve reductions in consumer intention to buy and perceived social acceptability of buying/using illegal wildlife products?
  - What were the key ingredients to campaigns which demonstrated significant changes in reported behavioral measures?

- What are differences in campaign implementation and findings from the three countries? What were specific factors that led to specific outcomes?
- How effective is the strategy that focuses on drivers for consuming wildlife products vs. a strategy that focuses on species, conservation, or biodiversity?
- What lessons can be learned for integration of social mobilization (SM) and advocacy components to demand reduction campaigns, assuming funding availability? How can we improve the social mobilization and advocacy efforts going forward?
- Based on analysis, what are the lessons learned, gaps, and emerging developments which need to be addressed in future SBCC interventions?

## METHODS FOR DATA COLLECTION

- **A literature review** was conducted of baseline and formative research, project and campaign design, evaluation methodologies, and results relevant to USAID Wildlife Asia campaigns (see Annex 1 for a list of documents reviewed).
- **Stakeholder consultations** were undertaken to understand perceived strengths, weaknesses, and new priorities, and to gain insights on key campaigns conducted (see Annex 2 for list of organizations consulted).
- **Consumer/key influencer perspectives** of campaigns/interventions, gaps, and priorities were included through interviews, analysis of media feedback, and rapid assessments.

## 1.2 STRUCTURE OF THE REVIEW

This review is divided into five sections. [Section 1](#) includes an overview of the SBCC approach and the USAID Wildlife Asia SBCC campaigns. [Section 2](#) delves deeply into the specific approaches to applying SBCC in China, Thailand, and Vietnam. [Section 3](#) presents the campaigns' results, including the significant reductions in demand for illegal wildlife products among current and potential consumers, as outlined in the Activity's Theory of Change. [Section 4](#) analyzes the key ingredients to those successes and illustrates how SBCC is a generalizable technique that is effective in reducing wildlife demand. [Section 5](#) draws on the campaign experiences and other sources to highlight additional insights, and concludes by outlining recommendations and new directions for USAID and future SBCC interventions.

## 1.3 THE SBCC APPROACH

The underlying premise of the SBCC approach is that consumers' motivations and ability to purchase, gift, and consume illegal wildlife products drive the illegal wildlife trade. Partly driven by greed and organized crime, the illegal wildlife trade brings together a wide range of players who benefit from continued uninterrupted supply, consumer demand, and weak law enforcement.

*Because social approval are important social drivers in China, Thailand, and Vietnam, increasing the **social unacceptability** of buying, gifting, and consuming wildlife is foundational to the success of SBCC efforts over time.*

Interrupting current consumer intention to purchase products is key, but it needs culturally appropriate social disincentives around accepted practices and benefits. Sustained shifts in social norms and practices are further needed to mitigate demand from new consumer groups as well as close loopholes within countries and within the region.

SBCC has been shown to work. Behavior change strategies have long been used **to create demand** for products and services, adopt and maintain positive lifestyle habits, and change social norms, especially in the health field. However, its adoption in the conservation field, particularly **to**

**reduce demand** is relatively recent, having been introduced by the USAID Wildlife Asia Activity when it started in late 2016. Drawing from psychology, sociology, anthropology, education, consumer marketing, and economics, SBCC continues to evolve with new research and understanding of changing dynamics. Within the conservation and counter wildlife trafficking (CWT) field, there has been increased focus on finding effective methods to reduce consumer demand and social acceptability of illegal wildlife products and identify measures to assess change.

By shifting intended consumers’ beliefs, attitudes, and increasing personal risk and accountability, their demand for illegal products will be reduced. Nevertheless, because individual behavior is influenced by other people (family, friends, and respected influencers) and access (vendors and policy makers), CWT efforts need to shift broader social norms which fuel social acceptability, address gender-specific dynamics, and disrupt the consumer journey at access points.

An approach developed by the USAID C-Change project, SBCC utilizes a socio-ecological model that recognizes the relationship between people and their environment to identify “tipping points” to change individual behaviors and social norms (Figure 1). SBCC strategies, therefore, focus on three components: behavior change communication (BCC) that directly addresses individuals and groups; social mobilization (SM) that engages the active support of civil society, private sector, community, and other stakeholder groups and constituencies; and advocacy that influences policymakers and decisionmakers around policy changes. SBCC uses a five-step planning process to plan and implement strategies, as described in the *Social and Behavior Change Communication (SBCC) Demand Reduction Guidebook* developed by USAID Wildlife Asia and available on USAID’s Development Experience Clearinghouse.

The SBCC five-step process (shown in Figure 2) includes:

1. Understanding the situation and target audience (based on robust consumer research)
2. Focusing and designing SBCC strategies (around key motivators, opportunities, and partnerships)
3. Creating messages and materials for different channels
4. Implementing and monitoring interventions (for effective reach and resonance)
5. Evaluating and replanning (based on findings and lessons learned)

#### 1.4 USAID WILDLIFE ASIA SBCC CAMPAIGNS

USAID Wildlife Asia pioneered the application of SBCC as an approach to reduce demand for illegal wildlife products. From 2018 to 2021, the Activity utilized evidence from USAID consumer research

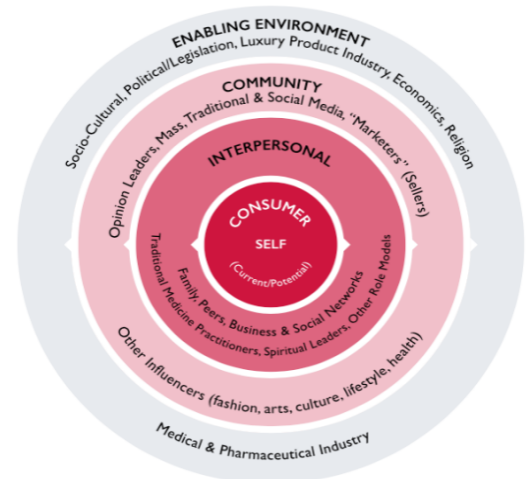


Figure 1. USAID Wildlife Asia Adapted the USAID C-Change Socio-Ecological Model for Demand Reduction of Wildlife Products



Figure 2. SBCC 5-Step Planning Process

undertaken in 2018 and the SBCC planning process in developing, implementing, and evaluating nine demand reduction campaigns in China, Thailand, and Vietnam to reduce demand for ivory, rhino horn, pangolin, and tiger parts and products (see Annex 5 for details on the campaigns). Partnerships with government, private sector, and stakeholders played an important role in design and implementation of strategies.

These campaigns were developed based on the Activity’s Theory of Change that the intention not to purchase, and greater social unacceptability, are the initial steps to achieving actual declines in individual purchases and declines in aggregate purchases from sellers. SBCC and reducing consumer demand complement the other USAID Wildlife Asia Activity components to reduce wildlife crime (see Figure 3 below).

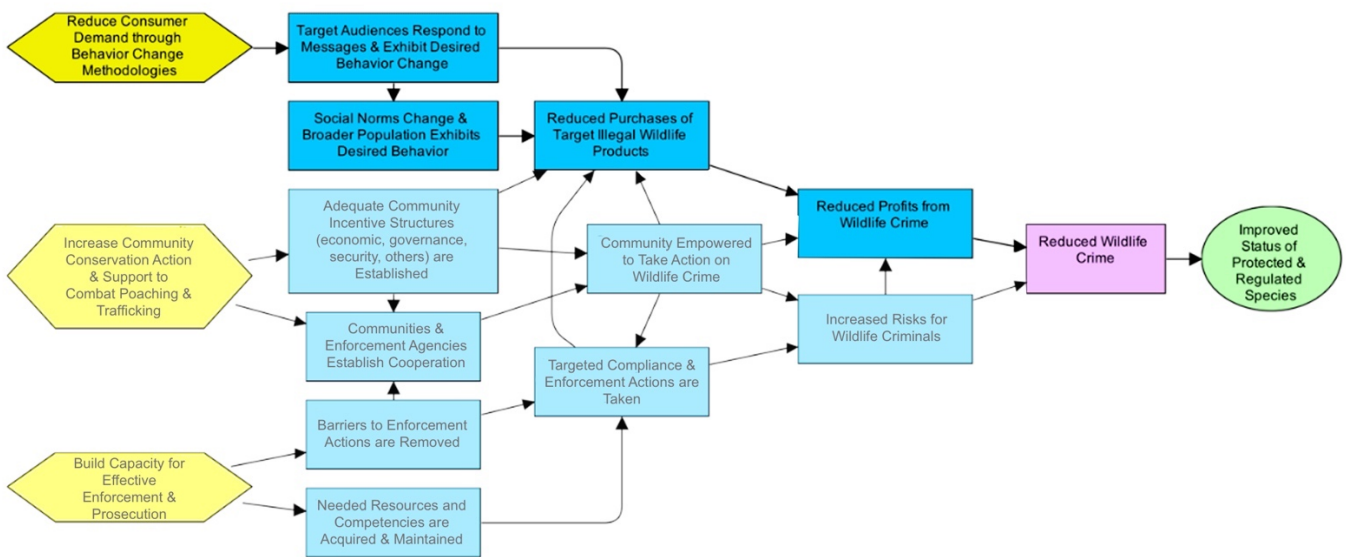


Figure 3. USAID Wildlife Asia Theory of Change with a Focus on the Component to Reduce Consumer Demand

## WILDLIFE PROTECTION LAW CAMPAIGN - CHINA



USAID Wildlife Asia implemented the *Wildlife Protection Law* (WPL) campaign to promote the updated Wildlife Protection Law in China enacted on January 1, 2017, and China’s Domestic Ivory Ban, which took effect in January 2018. The approach for this campaign was to focus on raising public awareness and understanding of the updated law, particularly people’s perception of the penalties that are linked to consumption of illegal wildlife, especially the four focal species – pangolin, elephant, rhino, and tiger. The campaign involved a three-minute animated video, print materials, and 30-second videos for each species, a customized mega wall poster all cut from the animated video, and another print material that communicates the poor investment potential of ivory because of the ban. The Activity worked with public and private

sector partners to promote these WPL materials via multiple outdoor channels, new media, and top video websites incorporating big data into targeted media strategy. The campaign ran from May 2018 to July 2020 and reached more than 1.6 billion views through 20 media channels and 15 leveraged partners.

## WILDLIFE FREE GIFTING CAMPAIGN (PHASES 1-2) – CHINA



The *Wildlife-Free Gifting (WFG)* campaign conveyed the key message that giving gifts with endangered illegal wildlife products is not in line with the “green lifestyle” promoted by the ecological civilization advocacy in China and violates laws on consuming these products. The campaign used the Chinese lunar calendar which shows “Gifting with wildlife parts/products” as one of the “Don’ts” in five daily life scenarios targeting potential and current wildlife consumers/gifters between 30 and 50 years old with middle-higher incomes.

The WFG campaign dissemination focused on Guangdong province. Phase I of the WFG campaign aimed to reduce demand for pangolins considering the public attention on wild animal markets as a possible source of the first coronavirus disease 2019 (COVID-19) infection and the ban on wild meat consumption by China’s National People’s Congress. Implemented from June to July 2020, Phase I consisted of one set of campaign print materials and a 30-second video focusing on consuming wild meat, particularly pangolin meat, during dinners and banquets.

Phase 2 of the WFG campaign expanded to reducing demand for tiger bone, rhino horn, and elephant ivory. Implemented from September 2020 to April 2021, Phase 2 materials portrayed daily life gifting scenarios between a son and his parents, husband and wife, two friends, and during travels abroad. Four sets of campaign print materials and 30-second videos were developed and disseminated along with the set of pangolin materials. The two phases of the WFG campaign were disseminated through online and offline channels including video website, mobile applications, social platforms, residential communities/apartment buildings, metro, buses, cinema houses, zoos, museums, among others, and reached more than one billion views.

The WFG campaign adopted Thailand’s *Digital Deterrence* campaign strategy to target potential buyers of wildlife products based on their online behaviors, mostly the keyword searches. Based on the keyword used and the socio-demographic characteristics analyzed, relevant WFG videos were served to these potential buyers through top news applications and WeChat. Those who clicked on the videos were directed to a landing page with all USAID Wildlife Asia China campaign materials and “green lifestyle” information. Those who entered the landing page were invited to participate in a mini-survey to gather feedback on their attitudes, perceived social norms, and future intention to buy wildlife products.. After 85 days, the landing page had 164,463 visits and was shared 914 times. A total of 2,648 responded to the mini-survey in the landing page. An additional 2,946 responded to the same questionnaire that was fielded on WeChat. In total, 5,594 mini-survey questionnaires were completed.

## BEAUTIFUL WITHOUT IVORY CAMPAIGN – THAILAND



*Beautiful Without Ivory (BWI)* aimed to reach and engage those who desire to buy and use ivory jewelry and accessories because of its perceived beauty. It promoted a lifestyle rejecting the use of ivory. Five Thai influencers banded together for the campaign’s 45-second main video: Cindy “Sirinya” Bishop, supermodel and actress; Pichaya Soontornyanaki, celebrity chef; Jareyadee Spencer, TV host and entrepreneur; Praewatchara Schmid, Top 10 Miss Thailand Universe 2019; and Varine Charungva, celebrity photographer. They committed to be BWI campaign champions, advocating that “True beauty does not need ivory and Ivory is never beautiful, never acceptable.” The campaign videos and shorter versions on Facebook, Instagram, and YouTube, which ran from

December 2019 to April 2021 in three phases (average of 13 weeks per phase), were viewed more than 17.3 million times. Ads were placed in a leading fashion magazine with a circulation of 250,000. Campaign billboards were displayed near malls and in 10 mass rapid transit stations in Bangkok with an estimated reach of 42 million views.

## A GOOD LIFE IS FREE OF KILLING CAMPAIGN – THAILAND (SPIRITUAL BELIEFS PHASE 1)



*A Good Life Is Free of Killing* promoted the key message “How can amulets that come from taking another being’s life be considered as auspicious or a source of good karma?” to counter beliefs that ivory and tiger products bring good luck. The campaign featured three popular and high-profile influencers: revered monk Venerable

Phrasedhivajirodom (V. Vajiramedhi); well-known actor and emergency response volunteer Bhin Banloerit; and prominent television personality “Top” Daraneenute Pasutanavin, who communicated this key message in 30-second videos. The campaign videos were disseminated on Facebook and Instagram from November 2019 to June 2020 and obtained more than 800,000 views. Print materials displayed on sidewalks and bus shelters near amulet malls in Bangkok and placed in popular newspapers reached an estimated 24 million views.

## NO IVORY NO TIGER AMULETS CAMPAIGN – THAILAND (SPIRITUAL BELIEFS PHASE 2)



The *No Ivory No Tiger Amulets (NINT)* campaign aimed to reach and engage those who desire to buy and use ivory and tiger parts and products motivated by their beliefs in the power of these products to prevent harm. The campaign’s 60-second video featured a “slice-of-life” story of a man wearing amulets in an accident as narrated by a

popular monk Phra Maha Sompong Talaputto who, at the end of the video, asked “How can ivory and tiger protect you when these animals could not even protect themselves?” The campaign’s 60-second video and shorter versions, placed on Facebook, Instagram, YouTube and Google from April 2020 to June 2021 (two dissemination rounds averaging eight weeks per round) were viewed 12.7 million times. Print materials displayed on billboards and tuk-tuks plying routes near amulet markets in Bangkok were viewed an estimated 12 million times.



## DIGITAL DETERRENCE CAMPAIGN – THAILAND (PHASES 1-2)



The innovative *Digital Deterrence* campaign used digital marketing targeting potential online buyers of wildlife products to increase their perception of personal risk and decrease their sense of anonymity online. Google deterrence ads were shown to those using search words that denote possible interest in buying wildlife products online. These ads communicated that online trading in illegal

wildlife is risky and enforcement officers are online to monitor their activities, thus preventing them from completing their purchase. The campaign had two phases. Phase 1 was implemented from August 2018 to March 2019, and served ads to 560,470 searches, of which 17,410 clicked to the campaign landing page sponsored by Thailand’s Department of National Parks, Wildlife and Plant Conservation (DNP). The Phase 2 campaign, implemented from November 2019 to June 2020, targeted those who were tracked in Phase 1 and new potential online searches. Phase 2 also expanded from Google to social media, targeting searchers with similar socio-demographic characteristics as potential online buyers. These potential buyers were served with deterrence messaging and edited ads from the *Beautiful Without Ivory* and *No Ivory No Tiger* campaigns. Phase 2 deterrence ads were viewed more than eight million times.

## CHI III INITIATIVE – VIETNAM

The Chi (“strength of will” in Vietnamese) Initiative was conceived as a social marketing program to reduce rhino horn consumption among affluent, urban businessmen, 30-55 years old (or “Mr. L”) who use rhino horn to demonstrate status/wealth.

The Chi Initiative was launched by TRAFFIC in 2014 in Vietnam in two phases. USAID Wildlife Asia supported implementation of Phase III as an SBCC campaign using consumer research to reduce rhino horn consumption.



Key activities of Chi III included conducting workshops that mobilized government, civil society organizations (CSOs) and the private sector to promote Chi III messages and a campaign directly targeting consumers. The campaign produced a three-minute video with a 60-second version to promote the overarching Chi Initiative message that “A person’s strength of will comes from within, not from a piece of rhino horn.” Two print PSAs were also produced: “You risk losing prestige, global recognition and respect by using rhino horn and other illegal wildlife products” and “Stamina and strength come from dedication, practice, and perseverance, not a piece of horn.” The social mobilization workshops engaged 1,500 people from the business and religious sectors and 2,020 government officials. The Chi III campaign videos ran from August to October 2020 on

Facebook, YouTube, the Chi microsite, and online newspapers and garnered more than 1.2 million views. The print materials were placed on Facebook, the Chi microsite, online newspapers, and billboards in Danang from December 2019 to September 2020 and reached an estimated 25 million views.

## 2 COUNTRY APPROACHES TO SBCC

Guided by the five-step SBCC planning process and key review research questions, this section examines how each country applied the SBCC framework for their campaigns.

Country differences for each step are highlighted and considerations discussed below (see Annex 3 for additional detailed questions used to guide the analysis).

### 2.1 OVERVIEW OF SBCC APPROACHES

China and Thailand designed SBCC campaigns that mainly employed a BCC strategy to directly address the target audience - current and potential consumers. These countries leveraged partnerships and digital platforms for wide reach and frequency of exposure with some engagement of local influencers in zoos, museums (China) and social mobilization of trained monks and nuns in partnership with the International Network of Engaged Buddhists (INEB) (Thailand). Vietnam prioritized social mobilization of CSOs and advocacy with government policymakers which built on the two previous phases of the Chi social marketing campaign (Chi I and Chi II) to create an enabling work and policy environment through partnerships with the business sector, parliamentarians, and Buddhist associations.

#### THREE COUNTRIES ADDRESSING DIFFERENT DRIVERS

**China:** Wildlife Protection Law and Wildlife Free Gifting campaigns highlighted personal risk and consequences of violating Wildlife Protection laws that penalized consumption, and showcased daily situations where ivory, rhino horn, tiger or pangolin were purchased, gifted or consumed.

**Thailand:** Beautiful Without Ivory campaign addressed the perceived beauty of using ivory jewelry and accessories; Spiritual Beliefs campaign countered beliefs that ivory and tiger bring good luck and prevent harm; Digital Deterrence campaign increased personal risk perception and feeling of anonymity with buying or searching for wildlife products online.

**Vietnam:** Chi III built on previous two Chi campaigns to address wealthy men's purchase of rhino horn driven by status and health concerns.

Figure 4 shows the timeline and duration of the nine major targeted demand reduction campaigns undertaken from 2018-2021. Timelines for baseline and endline consumer monitoring surveys to assess reach, recall, and impact using the SBCC behavioral indicators are also included.

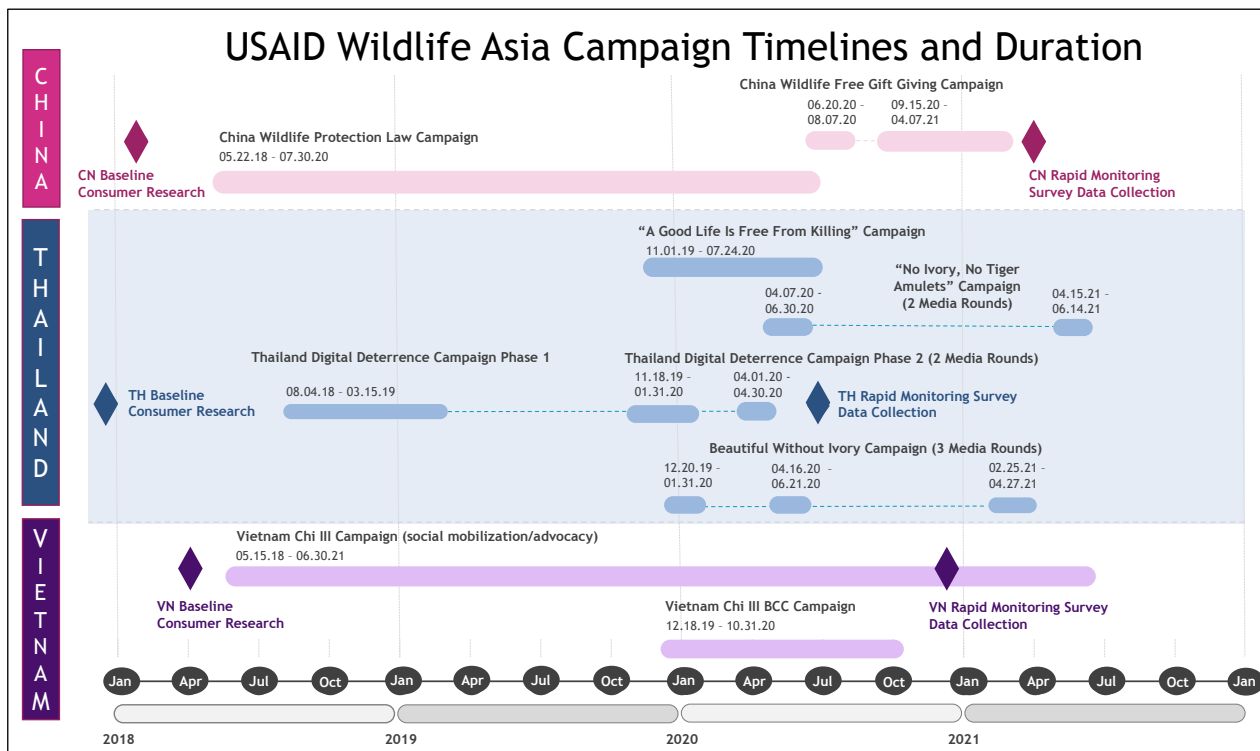


Figure 4. USAID Wildlife Asia Campaign Timelines and Duration

Note: Country-specific rapid monitoring survey collection start dates. 2021 rounds for Spiritual Beliefs and BWI were not covered by the Thailand Consumer Survey which was conducted in July 2020. For Chi III, the CSO mobilization and advocacy were done in the first 1.5 years, then BCC came later with social media and billboards in Danang, HCMC.

## 2.2 SITUATION/TARGET AUDIENCE ANALYSIS AND SBCC DESIGN STRATEGY

### 2.2.1 USE OF CONSUMER RESEARCH TO OBTAIN INSIGHTS ON TARGET AUDIENCE AND DRIVERS

USAID Wildlife Asia used consumer research to obtain insights on target audience socio-demographic characteristics, attitudes, behaviors and what drives their desire for wildlife products, and the socio-ecological model to identify family and social networks and other key influencers to create an enabling environment to mitigate demand (see Annex 3 for a summary of consumer journey).

All three countries conducted formative consumer research to inform priorities, set baselines for project implementation and identify various motivations for use of specific wildlife products. The consumer research also highlighted different entry points for SBCC design - including myths and misconceptions, perceived social acceptability, gender roles, cultural norms, and risk perception based on laws, and product availability. Table 2 summarizes consumer research in China, Thailand, and Vietnam.

**TABLE 2. CONSUMER RESEARCH**

CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>2018 consumer research provided data on underlying desires/motivations for ivory, rhino, pangolin, and tiger and target audience profile for the WPL and WFG campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>2018 consumer research provided data on underlying desires/motivations for ivory and tiger and target audience profile for Digital Deterrence, Spiritual Beliefs, and Beautiful Without Ivory Campaigns.</li> </ul>	<ul style="list-style-type: none"> <li>Data of target audience (wealthy men) for Chi III was based on target audience and drivers addressed by Chi I and II (status). USAID Saving Species 2018 consumer research revealed a new driver to address - health/medicinal.</li> </ul>

**CONSIDERATIONS IN IMPLEMENTATION OR USE OF CONSUMER RESEARCH**

- Possible implementation delays:** USAID Wildlife Asia: quantitative and qualitative research studies took time to procure, prepare, obtain ethical board (IRB) approvals, and were completed in mid-2018 during the second year of the Activity.
- Political/policy environment:** Although the China research revealed “gifting” as a primary driver, the focus of messaging was more on penalties for violation of laws on consumption, since the issue of gifting was politically and culturally sensitive. The WFG campaign also focused on alignment to the government’s national Ecological Civilization Initiative to live green.
- Previous investments:** Vietnam’s focus on status under Chi III built on previous work undertaken under Chi I and II that identified the target audience as wealthy men although the 2018 USAID survey revealed middle class men as a key consumer group as well.
- Opportunities:** Health aspects of rhino horn, tiger bone or pangolin explored in formative research were not selected. The China campaigns did not address health due to specific challenges around legal availability of pangolin scales as well as strong buy-in of Traditional Chinese Medicine (TCM) practitioners for continued use. For Thailand, health was not one of the top two drivers revealed by consumer research. In Vietnam, based on USAID 2018 consumer research, health was later added in the Chi III campaign in one Public Service Announcement (PSA).

**2.2.2 FOCUS ON CURRENT AND POTENTIAL CONSUMERS AND GEOGRAPHIC AREAS**

USAID Wildlife Asia focused the campaigns on current and potential consumers rather than the general population since a great majority of the latter do not intend to consume wildlife products based on the 2018 baseline consumer research. The 2018 research also found that current consumers had a higher intention to buy wildlife products in the future. Current and potential consumers (those who do not currently own wildlife products but professed intention to buy in the future), though they constitute a small minority of the population, are generally affluent, well-educated and have disposable incomes, so are an important segment that fuels wildlife trade. All three countries developed target audience profiles to visualize a typical consumer, focused on targeted geographic areas, rather than national level, considering limits of resources and time frame, and management of evaluation research (see Table 3).

**TABLE 3. CONSUMER SEGMENTS AND GEOGRAPHIC AREAS**

CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>• Target audience socio-demographic characteristics were specifically defined for the campaigns.</li> <li>• WPL campaigns focused on five priority urban cities based on demographics, reported past purchase behavior, and trafficked border areas.</li> <li>• WFG campaign focused on Guangdong province/(Guangzhou) due to the lowest awareness of CWT messages and laws, and high reported consumption as a border province.</li> </ul>	<ul style="list-style-type: none"> <li>• A comprehensive target audience profile was developed for the Beautiful Without Ivory and Spiritual Beliefs campaigns.</li> <li>• Campaigns focused mainly on Bangkok with a large urban population that fit the demographic profile.</li> </ul>	<ul style="list-style-type: none"> <li>• Chi III used the target audience profile of Mr. L from Chi I and Chi II.</li> <li>• The campaign focused on Hanoi, Danang, Ho Chi Minh City based on demographics for males with active markets in the wildlife parts and/or products trade and with strong CSOs.</li> </ul>

**CONSIDERATIONS IN TARGETING SPECIFIC CONSUMER SEGMENTS AND SPECIFIC GEOGRAPHIC AREAS**

- **Engagement of socio-demographic profile vs. past and intended buyer consumer groups in design:** While consumer research provided valuable insights into past and intended consumer motivations, engaging actual users in targeted geographic areas in the design process was very challenging. Recruitment of participants for pretests was difficult although not impossible. Purchase behavior is generally illegal and specific contexts in which items are purchased may be hidden.
- **Selection of geographic hotspots:** Consumer research identified priority cities and various access points for purchase. Time and resource constraints impacted choices on specific sites over others.
- **Gender considerations:** Attention was generally paid to different male vs. female motivations/drivers for wildlife purchase. Thailand campaigns identified a specific gender focus based on consumer research. China’s campaigns showed men and women in different situations but did not delve into different motivations for purchase. Vietnam exclusively focused on male drivers for purchase considering previous Chi campaign phases.

### 2.2.3 FOCUS ON CROSS-CUTTING RATHER THAN SPECIES-SPECIFIC DRIVERS

The team focused on drivers some of which cut across more than one species resulting in multi-specific campaigns in China and Thailand (see Table 4).

TABLE 4. DRIVER SELECTION		
CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>• Lack of knowledge and understanding of the risks and penalties for buying or using elephant ivory, pangolin, rhino and tiger products was the driver addressed by the WPL campaign.</li> <li>• The traditional practice of gifting was a cross-cutting driver underlying desire of elephant ivory, pangolin, rhino and tiger products addressed by the WFG campaign.</li> </ul>	<ul style="list-style-type: none"> <li>• Spiritual beliefs driving demand for ivory and tiger products for luck or protection.</li> <li>• Perceived beauty driving demand for ivory jewelry and accessories.</li> <li>• Low sense of personal risk with perceived anonymity of potential online buyers of illegal ivory and tiger products.</li> </ul>	<ul style="list-style-type: none"> <li>• Status driving demand for rhino horn with health as a second driver added in the latter part of Chi III.</li> </ul>

#### CONSIDERATIONS IN DRIVER SELECTION

- **Driver choice:** All three countries made choices based on consumer research. In some countries, the socio-political context influenced the selection of priority drivers for focus. For example, while health was a key driver in China's use of wildlife products, lack of TCM buy-in and legality of pangolin scales *at the time of campaign implementation* made it difficult to include it as a focus. It is noteworthy that pangolin has since been elevated to Level I protection.
- **Depth of focus:** Although the Chi III campaign included a health driver for rhino horn use, it was addressed in one print PSA. It was also not clear how the primary focus on social mobilization would reinforce dialogue on the additional health driver selected.
- **Balance of perception of personal risk/accountability with basic consumer motivations:** While both China and Thailand included SBCC strategies focused on increasing personal risk and legal consequences, the overall tone of China's WFG SBCC design reinforced legal consequences (with highest recall by consumer groups) rather than on more deeply held beliefs about choosing species as gifts. This was because focusing on gifting was culturally and politically sensitive. Digital Deterrence, on the other hand, primarily focused on personal risk and accountability.

### 2.2.4 INCLUSION OF SUPPORTIVE SOCIAL MOBILIZATION AND ADVOCACY STRATEGIES TO COMPLEMENT BCC EFFORTS

Social mobilization (SM) approaches benefit from peer-driven approaches based on trust, dialogue and problem solving. Trusted partnerships provided key insights into local context and potential sensitivities, and co-creation of messages and strategies strengthened sustainability and local ownership (Table 5).

**TABLE 5. SOCIAL MOBILIZATION**

CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>WPL and WFG campaigns: Mainly BCC that used social media and out-of-home channels to reach current and potential consumers. Partnerships with local institutions (zoos, museums, libraries) that amplified messaging through placement of materials in venues and onsite events.</li> </ul>	<ul style="list-style-type: none"> <li>BWI, NINT, Digital Deterrence campaigns: Mainly BCC that used social media and out-of-home channels. In the last year of the campaign, social mobilization activities were launched to engage monks and nuns under the NINT campaign.</li> </ul>	<ul style="list-style-type: none"> <li>Since Chi III was in its third phase of implementation, focus was on social mobilization with civil society organizations (CSOs) that included business - Vietnam Chamber of Commerce and Industry (VCCI), transport - Vietnam Automobile and Transportation Association (VATA), women in business - Hanoi Women's Association of Small and Medium Enterprises (HAWASME), and spiritual leaders - Vietnam Central Buddhist Association (VCBA)). Advocacy events were held with government partners – Central Committee for Propaganda and Education (CCPE) and National Assembly members for political support and sustainability. A BCC campaign through social media and out-of-home channels was implemented in the latter part of the campaign's last year.</li> </ul>

**CONSIDERATIONS IN SOCIAL MOBILIZATION APPROACHES**

- Opportunities for “community engagement” differed:** While targeted zoos and museums were engaged as partners, China’s massive population size, urban focus and political sensitivities made it difficult to identify and engage local CSOs for sustained social mobilization engagement.
- Resources and time:** While BCC provided extensive reach within a fairly short time frame, social mobilization and advocacy approaches needed dedicated time and resources for sufficient engagement of local partners, detailed action planning for intervention strategies, doable actions, and measures for change.
- Choice of “local champions”:** In Vietnam, engagement of government and private sector associations was an important entry point to key sectors including government, business, transport, women’s businesses, and spiritual communities, but may not have had sufficient touchpoints within companies in targeted geographic areas. Chi champions who were engaged may not have aligned with consumer group characteristics. For example, the assumption was that VCCI members were also target consumers but based on the 2021 Partner Survey, only one percent had reported using rhino horn in the past and had no intention of purchasing it in the future.

- **Tradeoffs with co-creation and integrated approaches:** In Vietnam, messages were co-developed with partners (government, corporate, Buddhist leadership) and integrated into the organization’s planned events and lectures aligned to the organization’s priority topics. Effectiveness varied by the specific opportunities for dedicated time for panel discussions, dharma lectures on karma, and key influencer credibility.

### 2.3 MESSAGES AND MATERIALS THAT RESONATE WITH INTENDED CONSUMERS

Country programs tackled message design and prioritized channels differently according to the specific campaign, driver addressed and media that the campaign target audience regularly accesses (Table 6).

**TABLE 6. MESSAGES AND MATERIALS TO COUNTER DRIVERS AND SELECTION OF MESSENGERS**

CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>• WPL and WFG campaigns focused on personal risk and legal consequences of the new ivory ban and encouraged consumers to act green based on the government’s eco-civilization advocacy.</li> <li>• Prescriptive messages emphasized right behavior aligned to cultural context and Confucian values.</li> <li>• It was the only country to use animated visuals rather than real people in real life scenarios. This was done for wide appeal and to be less stigmatizing, showcasing, in animation, daily situations in which illegal wildlife products might be used and offered as gifts (between couples or to family and friends while traveling).</li> </ul>	<ul style="list-style-type: none"> <li>• BWI and Spiritual Beliefs campaigns developed emotional messages to appeal to men and women differently and used well-known Thai influencers (fashion and lifestyle influencers, actors, media personalities, and respected monks) as messengers.</li> <li>• The BWI positive and light tone was on fashion and beauty through the eyes of female fashion influencers who showcased alternative choices of jewelry and reinforced the unacceptability of using ivory by the women.</li> <li>• As a more deeply ingrained and strongly held driver, the Spiritual Beliefs campaign had a more somber and bold tone and cast doubt on perceived protective benefits of amulets through trigger questions reinforced by key Buddhist principles to do no harm.</li> <li>• The Digital Deterrence campaign designed messages to increase personal risk perception and reduce sense of online anonymity by warning of possible</li> </ul>	<ul style="list-style-type: none"> <li>• The Chi III campaign approach promoted the benefits of a man’s lifestyle choice based on inner strength and perseverance rather than rhino horn use.</li> <li>• Messages under “global integration/luxury” and “health” focused on positive outcomes with minimal reference to rhino horn use: Tone: respect and success in business environments, and physical strength and vitality.</li> <li>• Corporate social responsibility (CSR) focused on benefits to companies through action – credibility, respect, meeting international standards, and higher profits.</li> <li>• Photos of businessmen and winning a marathon to promote identification and relatability, holistic health. Aspirational 3-minute (with one-minute version) video of a wealthy man with his most treasured conservation project for his art collection.</li> </ul>



	<p>online monitoring by law enforcers based on keyword searches. Messages or ads served to searchers that used keywords.</p>	
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### CONSIDERATIONS IN MESSAGE TONE AND MATERIAL DESIGN

- **Pretesting with target consumer groups:** Although pretesting is a critical step to inform message and material design, it was difficult to engage actual consumers and intenders vs. those sharing socio-demographic characteristics. Thailand pretested materials among a few actual and potential consumers while China and Vietnam pretested materials among respondents sharing the same socio-demographic characteristics as consumers. All three country programs made changes to their messages and materials based on pretest findings. Inputs included preferred tone, color, word choice, and messengers.
- **Positive vs. negative messaging:** Pretesting in Thailand showed that bold, darker messaging that portrayed the consequences of wildlife product use resonated more for those with strongly held, deeply ingrained motivations (spiritual beliefs). Positive messaging depicting the benefits of non-use appealed more to those with drivers that are not deeply held (perceived beauty). The type and tone of messaging needed to respond to whether values and beliefs are deeply ingrained and strongly held.
- **Choice of messengers:** The messengers selected were also vetted during the pretests. The use of high-profile local celebrities/social media influencers established credibility of the messages and leveraged platforms (like the celebrities’ social media pages with a huge number of followers) for wider reach. In case of Thailand, more than one messenger for a campaign was effective since each messenger catered to a specific audience demographic. Challenges were faced in the course of implementation of the spiritual beliefs campaign when two popular influencers had to be removed from the ads since they became politically controversial. The choice of messengers could be tricky if they become controversial or do not stay engaged or “on message” in the course of campaign implementation.
- **Cultural/political relevance and context specific:** In China, the WFG messaging had high appeal and resonance since it was linked to the government’s ecological civilization campaign. Depending on the socio-political context, messaging linked to government priorities could be compelling.

## 2.4 CAMPAIGN IMPLEMENTATION AND MONITORING

Dissemination strategies seek to ensure that intended consumers are reached widely with sufficient frequency of exposure, and with messages/materials which resonate with them. All countries developed comprehensive media plans that were designed to utilize multimedia platforms to expand reach and maximize frequency of exposure. Depending on the specific campaign and target audience profile, the three countries placed paid ads online in search engines (Google, Baidu) social media (Facebook, Instagram, WeChat, Toutiao, Tencent), video websites (YouTube, Iqiyi), other web-based platforms and in strategic locations where potential consumers, fitting the socio-demographic profile, would be found including high-end residential areas, office buildings, transportation hubs/stops, high traffic areas, public transportation (airplanes, tuktuks), around marketplaces where wildlife products are sold. Partnerships with zoos, museums, libraries (China), CSOs (Vietnam and Thailand) amplified messaging through events and activities organized by these partners.

Dissemination channels used in the three countries achieved a very high reach. For online or digital media, reach is defined as number of times that the ads appear on people’s screens (vs. views that

measure number of times the ads were actually watched). For out-of-home or outdoor media like billboards, ads in transport hubs or vehicles, reach is generally estimated by the amount of traffic (foot, vehicle) that passes by the location. The reach figures below comprise a combination of online/digital reach **and** out-of-home or outdoor reach. (Table 7).

TABLE 7. USAID WILDLIFE ASIA CAMPAIGN REACH		
COUNTRY	CAMPAIGN	TOTAL REACH
China	Wildlife Protection Law	120,000,000
	Wildlife Free Gifting – pangolin	38,000,000
	Wildlife Free Gifting – ivory, rhino, tiger	7,500,000
Thailand	A Good Life is Free of Killing	15,700,000
	No Ivory No Tiger Amulets	7,000,000
	Beautiful Without Ivory	22,300,000
	Digital Deterrence Phases I and 2	8,560,000
Vietnam	Chi III	18,200,000
<b>TOTAL</b>		<b>237,260,000</b>

Adaptive management strategies were employed for course correction to maximize exposure/frequency, and for cost effectiveness. Mini online surveys were used in China and Thailand to monitor progress towards achievement of SBCC demand reduction indicators.

#### SUCCESS FACTORS IN IMPLEMENTING AND MONITORING STRATEGIES

- Use of social media for high exposure and frequency of reach reinforced by out-of-home media in strategic locations for visibility
- Use of social mobilization and advocacy strategies to reinforce messages and create an enabling environment.
- Use of monitoring and adaptive management strategies to maximize effective reach and engagement.

#### 2.4.1 USE OF SOCIAL MEDIA FOR HIGH EXPOSURE, AND FREQUENCY OF EXPOSURE REINFORCED BY OUT-OF-HOME MEDIA IN STRATEGIC LOCATIONS FOR VISIBILITY

Table 8 summarizes the mix of social media and out-of-home placements used in the campaigns.

TABLE 8. SOCIAL AND OUT-OF HOME MEDIA MIX		
CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>• 21 partners and high leverage of funds facilitated dissemination of messages through a wide range of digital channels (WeChat, Weibo, Toutiao, Iqiyi and other platforms) including</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Social media:</b> Facebook/Instagram, YouTube online engagement with social media influencers and online shoppers through Thai websites.</li> <li>• <b>Out-of-home media:</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Social media:</b> Facebook, YouTube, News websites</li> <li>• <b>Out-of-home media:</b> <ul style="list-style-type: none"> <li>○ Ads placed at business offices and public sites</li> </ul> </li> </ul>

<p>video placements and keyword based digital deterrence.</p> <ul style="list-style-type: none"> <li>• <b>Out-of-home media:</b> ads placement in strategic public sites (cinema, museums, zoos, libraries, shopping centers, bus stations/ railroad/airports, high end residential areas, office buildings).</li> <li>• <b>Recall:</b> 34 percent recall having seen at least one campaign.</li> <li>• <b>Highest recall:</b> highest recall on video websites followed by WeChat/Weibo and other social media platforms.</li> <li>• <b>Frequency of reach/recall:</b> 75 percent of those who recall the campaign have seen any campaign ad at least twice.</li> </ul>	<ul style="list-style-type: none"> <li>○ Ad placements at bus stands, sidewalks,</li> <li>○ Billboards and metro stations near fashion malls</li> <li>○ Tuktuk ads and billboards In market hotspots</li> </ul> <ul style="list-style-type: none"> <li>• <b>Recall:</b> 88 percent recall having seen at least one campaign</li> <li>• <b>Highest recall:</b> social media (Facebook).</li> <li>• <b>Frequency of reach:</b> 42 percent of those who recall have seen an ad three or more times and 27 percent have seen an ad twice.</li> <li>• Exposure three times or more increased strong agreement around specific attitude statements (ivory is old fashioned, and ivory/tiger spiritual power is unfounded).</li> </ul>	<p>(airports, busy areas in Da Nang)</p> <ul style="list-style-type: none"> <li>○ Passenger cars/trucks</li> <li>○ Bus stations</li> </ul> <ul style="list-style-type: none"> <li>• <b>Social mobilization:</b> <ul style="list-style-type: none"> <li>○ Business events</li> <li>○ Ad placements in companies and corporate websites</li> </ul> </li> <li>• <b>Recall:</b> 33 percent recall having seen any Chi III campaign message.</li> <li>• <b>Highest recall:</b> Internet ( News, website), TV news programs</li> <li>• <b>Frequency of reach:</b> 29 percent of those who recall have seen an ad at least three times.</li> </ul>
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### CONSIDERATIONS IN EFFECTIVE USE OF SOCIAL MEDIA

- **Social Media:** Social media and web-based platforms were effective channels to reach the right target audiences (based on their profiles). They are very cost-efficient since per-reach costs are substantially lower than traditional media. Social media also lends itself to monitoring actual target audience reach and engagement.
- **Digital analytics:** Digital analytics that tracked actual views of media placements were instrumental for course correction of interventions. Views are the number of times the ads are actually watched by people on their screens (vs. reach which is the number of times the ads appear on people’s screens whether people watched them or not). Digital analytics generated data on number of views, length of views, demographics of viewers (age, gender, location). Based on these data, actions were taken to ensure that the right target audience demographic viewed the materials optimally. To complement digital analytics data, online mini-surveys in China and Thailand provided insights on exposure with reactions to materials and measures of impacts to strengthen next steps.
- **Out-of-Home or Outdoor Media:** Strategic use of out-of-home channels expanded reach and frequency of reach. As earlier stated, out-of-home or outdoor reach is generally measured by the estimated amount of foot or vehicle traffic passing through the location. Placements on transport hubs or stops like metro stations, bus stops reach people who regularly pass through these areas when going to work or carrying out regular routines, thus allowing them the opportunity to see the same materials more than once. In Thailand, some resistance was met in campaign efforts to place materials in shops and websites trading amulets and wildlife products since the messaging promoted countered what are being sold and would reduce profits.
- **Role of partnership:** Extensive partnerships provided leveraged funds and amplified reach through a wide range of platforms online and in strategic locations.

- **Geographic targeting:** Countries made deliberate efforts to target campaigns in priority cities where target audience could be found, online through keyword searches and placed ads in geographic hotspots and in places where potential consumers could be found.

## 2.4.2 SOCIAL MOBILIZATION AND ADVOCACY STRATEGIES TO REINFORCE MESSAGES AND CREATE AN ENABLING ENVIRONMENT

Table 9 summarizes the social mobilization and advocacy activities.

TABLE 9. SOCIAL MOBILIZATION AND ADVOCACY TO CREATE AN ENABLING ENVIRONMENT		
CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>• WFG used Chengdu and Guangzhou zoos and museums for targeted events and planned community outreach sessions.</li> <li>• Planned community outreach sessions were cancelled due to COVID-19.</li> </ul>	<ul style="list-style-type: none"> <li>• Three INEB training workshops were conducted for monks and nuns to amplify messages countering spiritual beliefs.</li> <li>• Workshop participants were encouraged to incorporate key messages into dharms, including use of their own social media accounts, and design local initiatives.</li> <li>• The third workshop was conducted online due to COVID-19.</li> <li>• A Social and Behavior Change Communication (SBCC) Demand Reduction Guidebook was produced for use by partners in planning, implementing and evaluation SBCC campaigns (English, Thai and Vietnamese versions).</li> </ul>	<ul style="list-style-type: none"> <li>• A total of 35 Chi Champions were trained.</li> <li>• Messages were integrated into targeted corporate events, and companies were encouraged to place Chi III ads in their offices as well as make corporate pledges.</li> <li>• Four high level dialogue sessions were conducted with National Assembly members.</li> <li>• Sessions were conducted with CCPE.</li> <li>• Three venerable monks incorporated wildlife and karma messages into dharma lectures during 10-14 of the lunar month and encouraged other monks to do the same through VCBA.</li> <li>• Key SM deliverables included production and distribution of a CSR Guidebook, a National Assembly Handbook on Wildlife Conservation Policy, and CCPE Journal on Challenges in Protecting Endangered, Rare, and Precious Species.</li> </ul>
<h3>CONSIDERATIONS IN IMPLEMENTATION OF SOCIAL MOBILIZATION ACTIVITIES</h3> <ul style="list-style-type: none"> <li>• <b>Impact of COVID-19:</b> The pandemic interrupted targeted face-to-face events (China outreach events with partners) and social mobilization efforts in Vietnam (corporate events) and Thailand (workshops for spiritual leaders).</li> </ul>		

- **Duration of SM efforts varied:** Only Vietnam had a dedicated focus on SM and advocacy built from the two previous Chi campaign phases' trusted relationships with government and civil society organizations. Thailand SM activities occurred in the last year and only for the spiritual beliefs campaign.
- **Provision of SBCC tools for partners:** Vietnam developed a *CSR Guidebook for the Business Sector*. Partnerships with the government produced the *National Assembly Handbook on Wildlife Conservation Policy*, and *CCPE Journal on Challenges in Protecting Endangered, Rare, and Precious Species*. Thailand developed an *SBCC Demand Reduction Guidebook* (with Thai and Vietnamese versions) for use by partners.
- **Measures for SM and advocacy outcomes:** While pre and post tests were used to assess impact of specific integrated Chi III events, application depended on opportunity and size of the group in sessions. Although key materials and tools were shared to guide next steps, there were no clear measures in place to show the extent in which corporations reached through training established CSR policies, action plans, codes of conduct or obtained pledges. Anecdotal success includes examples of changes made at the local level. There are also three key opinion leaders in government who are championing wildlife policies. In Thailand, a 2022 post-workshop survey indicates follow-up actions were undertaken by some monks and nuns who participated in the three INEB workshops .
- **Cost benefit of integrated approaches for SM:** While integration of Chi CSR activities through corporate events allowed for extensive reach (1,500 people), the lack of standardization around facilitation and dialogue made it difficult to assess if approaches resonated with businessmen or if actions were taken on board.

### 2.4.3 USE OF ADAPTIVE MANAGEMENT STRATEGIES TO MAXIMIZE EFFECTIVE REACH

Strategies undertaken included digital analytics and mini online surveys which ensured that the right target audience demographics were being reached by the campaigns, target audiences were adequately engaged based on number and duration of views, and messages and materials were producing desired outcomes on attitudes and intended behaviors (see Table 10). Cost effectiveness of specific social media channels were also assessed.

TABLE 10. ADAPTIVE MANAGEMENT STRATEGIES		
CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>● China conducted two online mini-surveys to understand potential consumer perspectives on campaigns. The first online mini-survey was conducted for WPL through the International Fund for Animal Welfare (IFAW) official WeChat account and analyzed 411 eligible responses among which 30 percent recalled seeing the WPL campaign ads. 77 percent of those who have seen the ads found use of wildlife product totally unacceptable</li> </ul>	<ul style="list-style-type: none"> <li>● Thailand used digital analytics to monitor social media placement of the BWI and NINT campaigns that generated data on number of actual views for specific ads, length of views, demographics (gender, age grouping, location) of viewers. Based on data, some adaptive management actions taken were:               <ul style="list-style-type: none"> <li>● Shifts in targeting of ads to strengthen reach to women for BWI and men for Spiritual Beliefs campaigns.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● Pre and post-test for some events were undertaken to assess motivation and capacity to take CSR forward through action plans developed.</li> <li>● 1,500 men and women reached through corporate events.</li> </ul>

<p>vs. 67 percent of those who have not seen the ads.</p> <ul style="list-style-type: none"> <li>• The Digital Deterrence component for the WFG campaign directed potential buyers to a landing page with information and an online survey to share feedback on attitudes, perceived social acceptability, and future intention to buy wildlife products. 5,594 responded to the mini-survey. More than 90 percent reported that they have no intention to buy wildlife products in the future, that buying these products bring legal risks, and is not socially acceptable.</li> </ul>	<ul style="list-style-type: none"> <li>• Stop placement of ads in channels that were not cost-efficient (e.g., Instagram stories).</li> <li>• Produce shorter (15-second, 12-second) videos to increase number and length of views.</li> <li>• A mini-tracking survey for the Digital Deterrence campaign with exposed and non-exposed respondents highlighted significant impacts on attitudes, intention to buy and social acceptability perceptions based on responses among those exposed to the campaign (and were aligned with the endline survey).</li> <li>• A sentiment analysis of comments to the NINT campaign (April-June 2020) showed that among 2 million views on Facebook and Instagram, there was significant audience engagement - 44,867 “Likes”, 1,243 “Loves”, 338 “Sad” and 27 “Angry” reactions and 1,033 comments. Analysis of the comments showed 40% were positive (agreement to message), 29% were negative (questions re. message) and 12% were neutral.</li> </ul>	
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**CONSIDERATIONS IN ADAPTIVE MANAGEMENT**

- **Length of materials is inversely correlated with length of actual views:** For social media placements, shorter videos (12 seconds, 15 seconds long) were viewed longer and more often than longer videos (45- or 60-second main video). Videos were also edited to attract viewer attention and increase average play time. Showing a main long video (45–60 seconds) in the beginning of the placement period and placing shorter versions after that would accomplish wider reach and frequency of reach.
- **Digital analytics provided insights on preferred channels, influencers, and materials to maximize reach and cost savings:** Digital analytics for the BWI campaign showed that Facebook and Instagram ads were more cost effective than Instagram Stories. They were also able to focus budget spend on the top two performing videos featuring two of the five influencers. Similar results were gathered for the NINT campaign.

- **Sentiment analysis of audience engagement in social media generates audience feedback** to determine message resonance and areas for further dialogue and audience engagement. Analysis of reactions and comments to Facebook ads in Thailand revealed comparatively high positive target audience reaction and engagement to the messages.
- **Interactive online sites provide important opportunities for feedback:** China’s online surveys provided inputs on stories people wanted, on personal actions that could be taken and number of shares.
- **Lack of sufficient touchpoints to determine effectiveness of social mobilization strategies:** Pre/post-tests after face-to-face events were done to determine effectiveness of learning and message dissemination. However, monitoring follow-up actions after participation in events posed a challenge.

## 2.5 DIFFERENCES IN COUNTRY EVALUATIONS THROUGH ENDLINE SURVEYS

All three countries used a similar robust evaluation methodology at baseline and post/endline (immediately after campaigns ended) (Table 11). The baseline had boosted sampling of past and intended consumers for study. The endline included only owners of wildlife products and those who had desire to own them in the past. Indicators measured were USAID Wildlife Asia’s key demand reduction indicators in the Activity’s Monitoring, Evaluation and Learning (MEL) Plan. These post-campaign surveys measured campaign recall/exposure and frequency of recall of campaigns, geographic and gender differences, among others. Indicators measured were attitudes, perceived social acceptability and intention to buy at both baseline and endline for comparable findings. Questions to measure indicators were asked exactly as in the baseline surveys.

**TABLE 11. ROBUST DESIGN TO MEASURE IMPACT AND OVERALL TRENDS BASED ON USAID WILDLIFE ASIA’S SBCC MODEL**

CHINA	THAILAND	VIETNAM
<ul style="list-style-type: none"> <li>● Endline/post campaign survey sampled owners of products from elephant ivory, rhino, pangolin and tiger and/or those who had desire to own them in the past within key Tier 1 and Tier 2 geographic areas with specific interest in shifts in Guangzhou (N=2000) Conducted online.</li> <li>● Male/female differences analyzed were not significant.</li> </ul>	<ul style="list-style-type: none"> <li>● Endline/post-campaign survey sampled owners of products from elephant ivory and tiger and/or those who had desire to own them in the past in Bangkok (N=421) Conducted online.</li> <li>● Analysis included shifts in attitudes based on frequency. Male/female differences were not significant in findings.</li> </ul>	<ul style="list-style-type: none"> <li>● Endline /post-campaign consumer survey sampled owners of rhino products and/or those who had desire to own them in the past (N=200). Conducted face-to-face.</li> <li>● For the partner survey component, endline sampled members of organizations who were recorded as having attended events where Chi III sessions were (N=272). Conducted online or via telephone interview.</li> <li>● Male/female differences analyzed were significant.</li> </ul>

## CONSIDERATIONS/CHALLENGES IN EVALUATION DESIGN

- **Cost:** Robust surveys with a large enough sample size of past consumers and intenders are costly. Time and resource constraints prevented the inclusion of qualitative methodologies at endline (unlike the baseline that included both quantitative and qualitative research).
- **Granularity:** Analyzing meaningful sex disaggregation and geographic differences in findings was challenging as numbers were too small to generalize findings.
- **Quantitative vs. qualitative choices:** Robust quantitative research showed purchase trends, motivations and demonstrates impact but did not provide insights on the “why and how” revealed by qualitative methods.
- **Timing:** For all countries, endline surveys were conducted immediately after the campaign period ended and may not be long enough to assess integration for behavior change. As noted, changes in purchases over the past 12 months could not be measured since most campaigns were launched within less than 12 months prior to data collection. An indicator that measures changes in past six months purchase may be more feasible to measure as a valid indicator.
- **Validation of self-reported behavior change** – There is always a risk of reporting bias with self-reported behavior. Behavioral economics also highlights the gap between intention and behavior change. For wildlife product demand, illegal retail sales are difficult to track. Additionally, consumers of wildlife products do not necessarily make purchases where they reside or work. The 2018 baseline research studies in China, Thailand and Vietnam revealed that a significant proportion of purchases are positively correlated with travel outside their cities of residence or with travel abroad.



### 3 SBCC CAMPAIGN RESULTS

Based on its Activity Theory of Change, USAID Wildlife Asia adopted a simplified SBCC model which linked four key measures: perceived benefits/concerns regarding illegal wildlife use (attitudes or beliefs); perceived social acceptability of using wildlife products; consumer’s intention to buy or use wildlife products in the future; and eventual actual purchase or use (Figure 5).

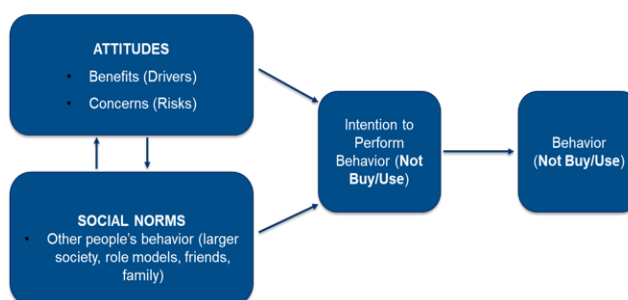






Figure 5. Simplified SBCC model to develop campaigns

Using 2018 consumer research as baseline and post campaign surveys (2020, 2021) for endline points of measure, USAID Wildlife Asia demonstrated significant impacts across all three countries based on campaign exposure.<sup>1</sup> Shifts in reduction in specific attitudes, social acceptability, and intention to buy specific wildlife products validated the Activity’s simplified behavior change model.

*Despite differences in the drivers addressed, messaging, and implementation strategies, the post-campaign surveys demonstrated that all campaigns achieved significant shifts in desired attitudes, social acceptability, and demand measured by future intention to buy.*

Consumer research provided a great deal of insights regarding consumer drivers, related outcomes to exposure to campaigns, and emerging priorities based on gaps. Partnerships were high, with 33 partners and \$19.7 million leveraged in the three countries, and SBCC is now on its way to being institutionalized as a key pillar of CWT responses.

Key country findings for post-campaign (endline) surveys in China, Thailand, and Vietnam among current owners and/or those who had intention to buy wildlife products in the past are provided in Table 12 below, with more details in the following sections.

TABLE 12. IMPACT OF CAMPAIGNS ON INTENT TO BUY WILDLIFE PRODUCTS					
COUNTRY	SURVEY YEAR	PROPORTION OF RESPONDENTS STATING INTENT TO BUY WILDLIFE PRODUCTS			
		 Elephant	 Rhino	 Pangolin	 Tiger
China	2018	77	74	65	74
	2021	42	27	23	38
Thailand	2018	79	-	-	75
	2020	37	-	-	31
Vietnam	2018	-	68	-	-
	2021	-	49	-	-

<sup>1</sup> See Bibliography for a list of formative and endline research studies.

### 3.1 CHINA

The surveys in China covered the Wildlife Protection Law and Wildlife Free Gifting (Phases 1-2) campaigns, with two thousand respondents.

- 34 percent of owners/past intenders of ivory, rhino, pangolin or tiger products surveyed recall having seen or heard a campaign ad.
- Of the 34 percent who have seen or heard an ad, 75 percent recall seeing the campaign message two times.
- Compared to 2018 data, in 2021, among those exposed to any of the campaigns, there is:
  - lower future intention to purchase parts and/or products of elephant (77 percent to 42 percent), rhino (74 percent to 27 percent), pangolin (65 percent to 23 percent) and tiger (74 percent to 38 percent) can be observed among owners/past intenders who were exposed to USAID Wildlife Asia campaigns than among owners/future intenders in 2018.
  - lower social “acceptability” of buying/using wildlife products among those exposed to USAID Wildlife Asia campaigns versus those not exposed to campaigns for all four species (elephant reduced from 91 percent to 46 percent, rhino from 84 percent to 29 percent, pangolin from 82 percent to 20 percent and tiger from 89 percent to 41 percent).
- The concepts of “penalties for violating laws” and “feeling ashamed to purchase species products or parts” have a higher association with all four species (except “penalties” for tiger, which was not an option provided for this species) in 2021 than they did in 2018. For tiger parts/products, there is a large increase in relative importance of legality as well.
- Respondents who were exposed to USAID Wildlife Asia campaigns are more likely to think that buying products and/or parts of the species is illegal and brings personal risk (significant increase for pangolin and tiger) and entails penalties since it violates laws (significant increase for all four species) compared to those who were not exposed to USAID Wildlife Asia campaigns.

### 3.2 THAILAND

The surveys in Thailand covered the Beautiful Without Ivory, Spiritual Beliefs (Phase 1: A Good Life is Free of Killing and Phase 2: No Ivory No Tiger Amulets), and Digital Deterrence (Phase 1-2) campaigns, with 421 respondents.

- 88 percent of owners/past intenders of ivory and tiger products surveyed report seeing or hearing at least one ad from any of the five SBCC campaigns.
- Of the 88 percent who have seen or heard any ad, 42 percent recall seeing campaign ads three or more times and 25 percent recalling seeing campaign ads twice.
- 75 percent report seeing or hearing at least one celebrity talk about the campaign messages.
- Compared to 2018 data, in 2020, among those exposed to any of the campaigns, there is a:
  - decrease in perception that ivory is beautiful from 67 percent to 48 percent.
  - decrease in perception that ivory and tiger bring good luck from 86 percent to 54 percent, and 62 percent to 49 percent respectively.
  - decrease in perception that ivory and tiger protect from harm from 80 percent to 48 percent, and 62 percent to 52 percent respectively.

- increase in perceived belief that ivory's spiritual power is unfounded from 28 percent to 47 percent and for tiger 28 percent to 48 percent.
- Decreased reported social acceptability is evident. Among those exposed to any campaign, ivory being not acceptable among family and friends increased from 3 percent to 38 percent, and tiger products being not acceptable among family and friends increased from 20 percent to 47 percent.

### 3.3 VIETNAM

The survey in Vietnam covered the Chi III campaign, with 200 respondents.

- 33 percent of owners and past intenders of rhino products surveyed report seeing or hearing a Chi campaign ad in the past two years.
- Of the 33 percent who report seeing or hearing an ad, 29 percent reported seeing ads at least three times.
- Compared to 2018 data, in 2021, among those exposed to any of the campaigns:
  - decrease in intention to purchase rhino products in the future from 68 percent to 49 percent.
  - decrease in perception that buying/using rhino horn products is socially acceptable from 28 percent to 22 percent.

## 4 KEY INGREDIENTS TO SUCCESS

Each country designed and implemented SBCC campaigns based on sound consumer research, and application of evidence based SBCC theories, considering previous investments and partnerships, political and cultural opportunities and constraints, partner activities, and resources. The key ingredients of success identified through the findings are summarized below. There are similarities found across all three countries, while others highlight specific innovations in design and/or implementation. This section also includes important insights gained through the USAID Wildlife Asia campaigns in SBCC design, implementation, digital technologies, and evaluation.

### 4.1 UNDERSTANDING CURRENT AND POTENTIAL CONSUMERS AND THEIR MOTIVATIONS

Prioritizing the current and potential consumer segment as the target audience, rather than the general public, increased cost-efficiencies and effectiveness, since it focused the messaging on reaching those whose attitudes and behaviors need to be changed. Focusing on priority consumption drivers directly addressed the motivations to consume wildlife products with messages that resonated with target audiences.

*A focus on human drivers, which address core values, is more effective than a focus on biodiversity impacts.*

#### 4.1.1 FOCUS ON CONSUMPTION DRIVERS

A focus on drivers, which address core values, is more effective than a focus on conservation or biodiversity. The team was successful in designing campaigns around priority consumption drivers (i.e., spiritual beliefs, perceived beauty, gift giving, status), rather than focusing on raising awareness about endangered species. The consumer research studies also suggest that drivers underlying one or more species are interconnected (e.g. spiritual beliefs and perceived beauty for ivory, spiritual beliefs and health for tiger, status and health for rhino) In some instances, these drivers cut across more than one species. Unpacking these related motivations and providing contexts, however, are important. While motivations for species use are often the same, the situations in which they are introduced may be different with specific influencers engaged during the decision-making journey. With the right umbrella campaign around a driver that motivates use of more than one species, local contexts and different products can be shown.

A review of Chi III's endline findings in Vietnam suggest that the health driver for rhino horn use was closely connected with status, social inclusion, and context and may have benefited from increased focus.<sup>2</sup> Although there were positive impacts among men exposed to Chi III, there was a surprisingly high number of respondents who reported perceived health benefits for rhino horn and a willingness to recommend it to others. This may have been because the BCC component of the broader Chi III initiative was shorter, less targeted on health benefits, and occurred late in the two-year program. It was unclear if the message approach and visuals (which focused more on status and overall health outcomes) did not fully resonate with the audience, or if the health benefits of rhino horn use were of increased concern considering COVID-19 developments. While there were other campaigns

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<sup>2</sup> Related research which highlights the importance of addressing rhino horn user's health motivation include USAID Wildlife Asia (2018) *Research Study on Consumer Demand For Elephant, Rhino and Pangolin Parts and Products in Vietnam*; USAID Wildlife Asia (2021) "A Rapid Monitoring Survey of the Chi III SBCC Campaign to Reduce Demand for Rhino Horn Parts and Products in Vietnam, May 2021"; and Dang Vu et. al (2020) "Reference Group Influences and Campaign Exposure Effects on Rhino Horn Demand: Qualitative Insights from Vietnam."

(under USAID Saving Species) that were addressing health issues more explicitly, health motivators are an important area for increased focus.

### FOCUS ON CULTURAL VALUES AND CONTEXTS

In Thailand, a focus on deeply ingrained cultural values and contexts in the two-phased Spiritual Beliefs campaign resonated closely with potential consumer motivations. Spiritual beliefs drive demand for both ivory and tiger products in Thailand. The two-phased campaign targeting spiritual beliefs achieved measurable reductions in consumers' intent to buy. This directly linked to shifts in the attitudes in the endline research. The ingredients for success were identified through audience feedback during the design/pretest phase, sentiment analysis of reactions to social media ads, and reinforced through stakeholder consultation.

***The Spiritual Beliefs campaign, which had an intentional focus on deep core values that motivate change—highlighting, questioning, and casting doubt—had strong resonance.***

*Beliefs that ivory or tiger products bring good luck decreased from 74 percent to 52 percent, that ivory or tiger products prevent harm decreased from 71 percent to 50 percent.*

#### 4.1.2 IN-DEPTH CONSUMER RESEARCH TO DEVELOP TARGET AUDIENCE PROFILES

In-depth consumer research allowed for a deep dive of the underlying motivators that drive purchase of any species as well as a focus on situations in which different products are purchased, gifted, or consumed. The consumer research also enabled the team to develop comprehensive target audience profiles of current and potential consumers, which were strong foundations for designing messages and materials, and selecting appropriate dissemination channels.

Prioritizing the current and potential consumer segment rather than the general population as the target audience increased cost-efficiencies and effectiveness since it focused the campaign messaging and media on reaching and engaging those whose attitudes and behaviors need to be changed to reduce demand for wildlife products.

#### 4.1.3 UNDERSTANDING CONTEXT

An important part of understanding the consumer segment is to understand the communities in which they live. In an interview with the Zoological Society of London (ZSL), a wildlife conservationist said, "We have community ambassadors who are pangolin protectors to advocate against wildmeat consumption. They are willing to engage and can help inform context in which pangolin and other animals are being consumed...Once you have a trusted relationship, it is possible to use community members as sounding boards to understand local perspectives and problem solving. It opens up dialogue despite sensitivities."

*"Once you have a trusted relationship, it is possible to use community members as sounding boards to understand local perspectives and problem solving. It opens up dialogue despite sensitivities."*

*— Eileen Larney  
Zoological Society of London*

## 4.2 MESSAGING AND MESSENGERS

### 4.2.1 MESSAGE DESIGN AND PRE-TESTING

Pretesting of message concepts and materials among actual consumers and intenders resulted in messaging that engaged the target audience. The team found message approaches that asked the right questions, rather than directly challenging core beliefs and practices, to be most effective. The pretesting results from the Spiritual Beliefs campaign guided the design to use nonjudgmental questions to cast doubt rather than tell people outright what to do. Comments on Facebook in reaction to the spiritual beliefs campaign highlighted some sensitivities and strongly felt opinions on the use of amulets and confirmed that continuing dialogue would be key.

*“People want real stories where people are held accountable.”*

*– WPL online survey respondent*

*Research highlights the importance of showing real examples where wildlife consumption decisions are made. This strengthens identification with the situations faced and the potential consequences.*

Feedback through pretesting and online surveys highlight the importance of showing real examples where wildlife consumption decisions are made. This strengthens identification with the situations faced and the potential consequences.

### 4.2.2 CHOOSING LOCALLY RESPECTED INFLUENCERS

Bringing in locally respected voices as influencers provided high recall, credibility, visibility, and impact, despite the short duration of campaigns and helped make the messages stick. The choice of messenger/influencer is important, and the use of credible influencers clearly enhanced recall. All three countries engaged different types of respected local influencers to deliver their messages (museum and zoo staff, actors, fashion influencers, social media influencers, monks, corporate leaders, Chi champions), which enhanced attention and appeal. Related to that is to ensure balanced diversity in messengers so that there is representation from a variety of lifestyles, political beliefs, ages, and other characteristics that would appeal to the more specific differences in audience demographics .

Findings suggest that credible local influencers are often individuals who have been wildlife product users themselves (Dang Vu et al. 2020). Albert Bandura’s Social Learning Theory also highlights the benefits of role models to build self-efficacy around new behaviors.<sup>3</sup> Testimonials from previous users who can speak about their own journey change could increase credibility and trust. Rhino horn users suggested that hearing from family members, friends, or local influencers who had experienced negative or no effects from rhino horn may persuade them to reduce their demand. These former users could also contextualize what happens in their local communities (i.e., temples, schools, associations, workplace, etc.).

Local leaders (i.e., spiritual, corporate, community) can be influential in challenging the social norms and practices of illegal wildlife use in a non-confrontational way by questioning benefits, providing alternative perspectives, and offering new solutions. Dialogue with INEB leadership further indicated a willingness to explore alternatives for blessings. The message of the initial campaigns can be

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<sup>3</sup> Bandura, A. 2003. “Social Cognitive Theory for Personal and Social Change by Enabling Media.” in *Entertainment-Education and Social Change*. New York: Routledge, ebook ISBN: 9781410609595.

sustained by creating opportunities for continual dialogue with local leaders, building trust and respect.

In some cases, the choice of influencers could backfire for a variety of reasons, including if they are not easily identified with, not seen to represent consumer beliefs/values, did not stay on message in the course of campaign implementation, became politically controversial, or did not commit to staying engaged to address key program developments (see box below).

### CELEBRITY CAVEATS

The use of well-known local celebrities gets people's attention (evidenced by high views and recall) and provides platforms to reach millions of potential consumers based on their followings. However, celebrities may not necessarily have credibility with a segment of buyers or intenders, or enough resonance with their decision-making situations. Celebrities may also lose credibility or become controversial in the course of campaign implementation. Some experiences from the USAID Wildlife Asia campaigns and partners' experiences are below.

- In Thailand, one popular celebrity featured in the spiritual beliefs campaign did not actively speak out against well-meaning fans gifting him ivory amulets and bangles as protection. He inadvertently reinforced the real-life challenges of dealing with unexpected gifts by, then, giving the ivory products to others. This was a missed opportunity for him to thank his fans for their concern and reiterate his strong belief that ivory would not only *not* provide him with protection, but also caused further harm. He could have encouraged them to donate to, or become active in, conservation efforts instead.
- One popular monk promoting the spiritual beliefs campaign in Thailand had to be edited out from the campaign video in the latter part of campaign dissemination because of his statements regarding the government handling of the COVID-19 pandemic which became politically controversial (despite continued credibility and popularity with audiences).
- Partners highlighted the challenges in accessing celebrities to stay engaged in campaign activities beyond being featured in the campaign materials. Due to their busy schedules, celebrities may not have flexibility around the timing of other campaign engagements or responsiveness to unexpected developments.

## 4.3 IMPLEMENTATION AND MONITORING

### 4.3.1 MEDIA PLAN TO ACHIEVE REACH AND FREQUENCY OF REACH

Media plans developed by a media agency generally have reach and frequency of reach objectives. USAID Wildlife Asia implemented media plans that aimed not only for reach (the number of individual people within an audience segment who see the campaign message) but also for frequency of reach (audience being exposed to the message more than once). This resulted in high target audience exposure and was positively correlated with change in attitudes (see Figures 6 and 7 below). It is also important for targeted layering of interventions to maximize the frequency in which consumers are exposed to messages and for reinforcement through key influencers and sites, particularly to disrupt the decision-making process and create an enabling environment for change.

Social media was selected as a key channel in SBCC design phase because of high access by consumer audiences and its being much more cost-effective than traditional mass media. All three countries' high recall of social media sites confirmed the importance of social media as an effective SBCC space for achieving reach and promoting dialogue. A mix of online and out-of-home sites (e.g., residential neighborhoods, office buildings, museums and zoos in China, and fashion malls, transport hubs and amulet markets in Thailand) also reinforced key messages in places where intended consumers pass through and added to the frequency of exposure. In Thailand, frequency of reach and recall were achieved by having a number of short (12-second and 15-second) videos that accompanied the main videos.

## FREQUENCY OF REACH AND ATTITUDE CHANGE

Exposure to any USAID Wildlife Asia campaign at least two times was 75 percent in China and at least three times was 29 percent in Vietnam, and 42 percent in Thailand. The graphs from the Thailand survey below show respondents' level of agreement to statements that ivory and tiger's spiritual powers were unfounded through a cascade analysis of frequency. A significantly higher percentage of potential consumers who were exposed to messages more than three times agreed that ivory/tiger's spiritual power was unfounded (64.2 percent and 65.1 percent respectively), compared to those who had seen the messages only once (34.2 percent and 36.2 percent respectively), with agreement rising with each level of exposure.

**64% vs 34%**

*People who agree that ivory does not have spiritual power, after seeing campaign messages three times compared to only once*

### CONCERN - IVORY'S SPIRITUAL POWER IS UNFOUNDED ROUND 2, N = 411

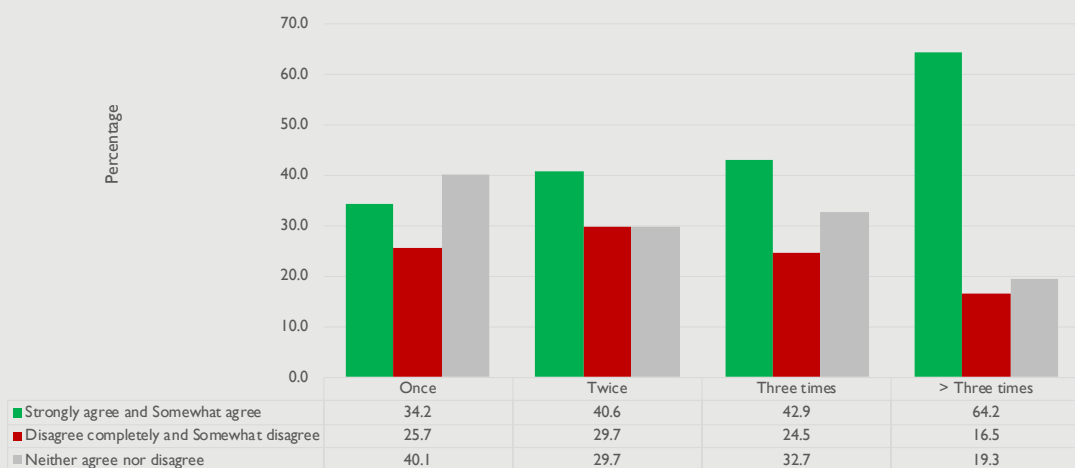


Figure 6. Level of agreement with the statement "Ivory's spiritual power is unfounded" by frequency of exposure



**CONCERN - TIGER PRODUCTS' SPIRITUAL POWER IS UNFOUNDED**  
**ROUND 2, N = 41**

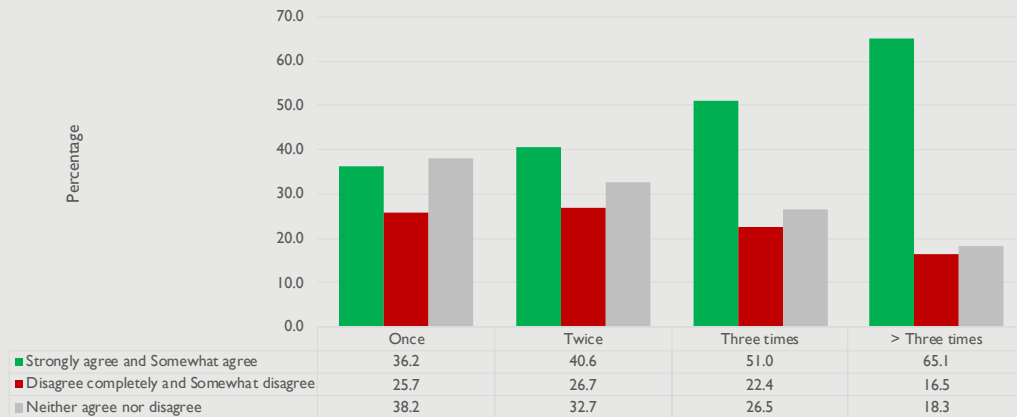


Figure 7. Level of agreement with the statement “Tiger product’s spiritual power is unfounded” by frequency of exposure

**4.3.2 GEOGRAPHIC TARGETING**

Geographic targeting of SBCC in consumer hotspots ensures that strategies and messages developed resonate with the right consumer groups profiled and in contexts where they are likely to find illegal wildlife products. While potential consumers can be found across the country, it makes sense to focus on the highest concentrations of intended consumers for cost effectiveness. The impact of geographic targeting of the WFG campaign was most evident in China’s focus on Guangdong (Guangzhou city), which showed the lowest intention to purchase products and parts across all four species compared with other locations surveyed.<sup>4</sup> While overall numbers sampled were small, it is promising, and would have benefitted from a longer duration with activities that could be reinforced through community touchpoints.

**4.3.3 EXTENSIVE PARTNERSHIPS AND LEVERAGED FUNDS**

Extensive partnerships and leveraged funds (particularly in China and Vietnam) facilitated wide reach and frequency of exposure needed to reach consumer populations through digital platforms, strategic ad placements as well as through online and face-to-face events. In China and Vietnam, trust and credibility facilitated engagement and access. In China, alignment to government priorities, extensive partnerships, and leveraged resources led to targeted message placements and high exposure and recall among intended consumers. While attribution to USAID Wildlife Asia campaigns were directly linked to reductions in social acceptability and intention to buy for rhino and pangolin, there was an overall dramatic reduction in key indicators across species showing that collective efforts work, and social norms are changing. In Vietnam, partnerships with the Central Committee for Propaganda and Education (CCPE) and National Assembly facilitated policy pronouncements to create an enabling environment. Partnerships with the business sector led to high-level private sector engagement and CSR policy improvements.

<sup>4</sup> USAID Wildlife Asia.2021. “ Rapid Monitoring Survey of SBCC Demand Reduction Campaigns in China 2021”

#### 4.3.4 ROBUST MONITORING

Campaigns need to be evaluated to determine message reach, recall and impact on desired attitudes, behavior and social norms. Robust monitoring supported adaptive management and measurement of progress towards achieving impact. Using digital analytics and online mini-surveys to monitor social media placements and audience reactions helped to identify course correction actions during campaign implementation to improve the campaigns' effectiveness.

While the campaigns were ongoing, digital analytics were undertaken for the Thailand campaigns on a regular basis. Data revealed the location and profile (gender, age) of audiences being reached, numbers reached per materials, number and length of video views, and cost per view for each campaign. Based on these results, adaptive management actions were undertaken to more precisely reach the right target audiences, disseminate more engaging materials and improve cost-efficiencies more effectively. Monitoring during campaign implementation ensured that the right target audiences were being reached, messages and materials resonated with their concerns, and opportunities for dialogue and engagement were utilized.

Measurements are also needed for social mobilization and advocacy efforts and more touchpoints with communities identified to monitor the campaign's impacts. SBCC campaign managers need to increase use of monitoring methods as cost-effective ways to understand immediate recall, resonance, engagement, and frequency online and through events. This can include specific actions for influencing groups (i.e. private sector, Buddhist monks) which can be supported and monitored. There also needs to be more touchpoints within targeted geographic areas for tracking progress.

#### 4.4 DIGITAL MARKETING INNOVATIONS

##### 4.4.1 INTERRUPTING THE BUYER DECISION-MAKING PROCESS

Digital marketing generally creates demand for products and services, and online searches for information relevant to the trade of ivory and tiger products has become a significant occurrence. Most industry measurements and online tracking have focused on increasing clicks on digital ads, but USAID Wildlife Asia's digital campaign aimed to achieve the opposite: to interrupt and deter the buyer's online journey during their purchase consideration phase, with firm deterrent messaging about the risks. The innovative use of digital marketing techniques and behavioral economics principles that precisely targeted potential consumers online helped to interrupt online decision-making processes. These techniques used targeted ads based on keyword searches and profiled consumers, resulting in high recall and cost-efficiencies. In Thailand, the digital deterrence message of enforcement officers monitoring online activity had the highest recall of 56 percent of all respondents at endline, possibly due to its warning tone and effectiveness in interrupting decision-making processes linked to planned purchases.

*Most online strategies focus on increasing clicks on digital ads, but USAID Wildlife Asia's digital campaign aimed to achieve the opposite: to interrupt and deter the buyer's online journey during their purchase consideration phase, with firm deterrent messaging about the risks.*

## THAILAND'S DIGITAL DETERRENCE CAMPAIGN

Thailand's Phase I Digital Deterrence campaign targeted keyword searches reflecting possible interest in buying wildlife products through Google to identify potential consumers and served them with relevant ads aimed to increase sense of personal risk ("Officers are monitoring your search online"). In Phase 2, the campaign expanded to target not only those using keyword searches but also those with the same socio-demographic profile of consumers. Keyword searches were served the Phase I ads. For the latter, the Beautiful Without Ivory campaign ads were shown.

\*OFFICIAL ALERT\* - You Are Being Monitored  
Ad | [www.stopillegalwildlifetrade.org](http://www.stopillegalwildlifetrade.org)

OFFICIAL WARNING from Thai Authorities, Your Search Has Triggered An Alert.

During dissemination of Phase 2, a mini online tracking survey was fielded to monitor changes in attitudes, social norms, intention to buy, and past purchase related to exposure to the campaign. The findings show significant changes between exposed and non-exposed respondents to the campaign ads, as summarized in Table 13 below.

**TABLE 13. MINI ONLINE TRACKING SURVEY RESULTS**

INDICATOR	% RESPONDENTS (N = 428)	
	EXPOSED TO ADS (N = 205)	NOT EXPOSED TO ADS (N = 223)
Intention to buy ivory and tiger	8.8	14.8
Social acceptability of consuming wildlife products	12.2	21.0
Belief in wildlife products' ability to protect from harm or bring good luck	4.9	18.8
Belief that ivory is beautiful	14.1	20.2

### 4.4.2 DIGITAL ANALYTICS FOR PRECISION MARKETING AND EXTENSIVE ONLINE REACH

Digital platforms provide extensive reach of the socio-economic demographic group for ad placement, directly influence online consumer behavior, engage social media influencers and their platforms for dialogue, and gather insights for monitoring and evaluation. USAID Wildlife Asia's use of digital technology to address online consumer markets had some of the most significant impacts (for both men and women) regardless of drivers and geographic location. It allowed for precision targeting of hard-to-reach consumers with high intent to purchase illegal goods. It also efficiently penetrated broad markets of potential consumers based on demographic profiles with wide reach at extremely low cost, while at the same time, reinforcing social unacceptability through use of online influencers and peer networks for engagement.

Effective use of online and social media enabled campaign messages to reach and engage the right audiences targeted and maintain high exposure and frequency of recall. While China and Thailand, especially, prioritized use of online platforms, these proved essential to sustain reach during COVID-

19 restrictions and made high recall of messages even more significant given the overall noise related to COVID-19 developments. Given a likely increase in online consumer networking and purchases during COVID-19, the impact of digital deterrence-related campaigns in Thailand and later China were even more timely and essential in countering wildlife trafficking.

*Given a likely increase in online consumer networking and purchases during COVID-19, digital deterrence- campaigns were even more timely and essential in countering wildlife trafficking.*

In China, partnerships with big data companies allowed for extensive reach of the desired target audiences for Wildlife Protection Law and Wildlife Free Gifting Campaign ad placements (PSA and videos) through all digital channels. In a later adaptation of Thailand’s Digital Deterrence’s campaign, digital analytics were used to target potential consumers for WPL campaign materials based on keyword search behavior. Users were invited to visit the campaign website and participate in an online survey to share their perspectives.

#### **4.4.3 THE DIGITAL DILEMMA: BALANCING USE OF DIGITAL MARKETING TACTICS WITH ETHICS**

Digital marketing has long been used by the commercial sector for precision online advertising based on consumer profile and interests. The Digital Deterrence Phase I campaign in Thailand obtained a list of keywords that denote potential interest in buying wildlife products online from partner NGOs involved in monitoring online wildlife trade. It was highly cost effective \$.015/ per ads served.

Questions around data ethics become important to consider when balancing knowledge of an expanding e-commerce for illegal wildlife products with consumer privacy. The highest recall message during the Phase I “Undercover Officers Are Online” is an effective deterrent message but may invite governments to increase digital surveillance. It is noteworthy that while digital analytics gather data about consumer profiles, USAID Wildlife Asia’s media agency did not have access to actual IP addresses and relied on google to place the ads based on the profiles that were given. Searchers cannot be identified nor traced to where they live. Furthermore, not all online searches around illegal wildlife are for purchase. Nevertheless, the temptation for countries to intervene with surveillance-like measures or reporting may be high given its illegality. Globally, data ethics seeks to understand where we draw the line with potentially personal identifiable data which can be linked to consumers with the greater good of preventing illegal behavior. As more organizations collect information about consumers and become interested in leveraging technology for demand reduction responses, there is a need for an ethical framework for digital communications to prevent misuse of consumers’ personal data and foster trust and consent for continued engagement.

#### **4.5 POST-CAMPAIGN EVALUATION**

USAID Wildlife Asia’s investment in robust consumer research to understand motivations and evaluation design, was critical to demonstrating the impacts of campaign exposure based on the SBCC model as well as identify potential areas for strengthening. This was one of the first times that CWT demand reduction campaigns used post-campaign research to assess impact. The baseline and post-campaign survey (endline) research design built on evidence and consistent use of the same measures (indicators) for comparable findings. It was also important for showing overall trends over time.

As earlier stated, the evaluation surveys were not able to measure changes in purchase in the past 12 months. Since the campaign were launched less than 12 months prior to data collection, some respondents would have purchased wildlife products before they were exposed to the campaigns,

rendering the analysis invalid. In the future, baseline and post survey may need a shorter time (e.g., six months) to enable measurement of actual self-reported past purchase. Additionally, further analysis such as regression analysis may be necessary to determine the strength of correlations between/among data (desired attitudes with intent to purchase, social acceptability with intent to purchase, desired attitudes and social acceptability with intent to purchase, intent to purchase with past purchase).

While the USAID Wildlife Asia baseline research studies were robust in using both quantitative and qualitative methods to gather data on consumer demand, the post-campaign evaluation surveys only used quantitative methods due to time and resource constraints. Therefore, Activity indicators were tracked for quantitative shifts, but the *whys* and *hows* of changes among targeted audiences were not explored. The Activity had nine key campaigns as part of its contract deliverables to plan, implement, and evaluate during its five-year life span. Reducing the number of campaigns to allow additional time and resources for evaluation could have generated more information on the what, who, where, why, and how.

## 5 INSIGHTS AND RECOMMENDATIONS

### 5.1 INSIGHTS ON SBCC

Many insights related to SBCC design, implementation, and monitoring are incorporated into the previous section, which examined the key ingredients that led to success in USAID Wildlife Asia's nine SBCC campaigns. This section summarizes additional important insights on gender, promising social mobilization efforts with civil society and the business sector, and creating an enabling policy and programming environment.

#### 5.1.1 GENDER

The research suggests that men and women are motivated by different drivers for wildlife purchase based on gender roles and expectations – men for status/respect, and women for protection and as caregivers.<sup>5</sup> While Thailand had the most explicit focus on designing targeted campaigns to appeal to men and women based on different drivers (spiritual beliefs vs. perceived beauty), China's campaigns showed men and women in different situations where wildlife was purchased, gifted, or consumed. Vietnam's Chi campaigns exclusively targeted men.

Endline findings for China and Thailand showed no significant differences between male and female responses across SBCC indicators, though it was interesting to note that Thai women also reported highest recall and resonance with influencers and messages from the Spiritual Beliefs campaign. In Vietnam's endline survey, however, women were not positively impacted by Chi's branded messages for men, with minimal shifts in high future intention to buy shown in Figure 8.

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<sup>5</sup> Seager, J. 2021. *Gender And Illegal Wildlife Trade: Overlooked and Underestimated*. WWF. Gland, Switzerland.

## IMPACT ON LIKELINESS TO PURCHASE BY GENDER

The CHI campaign has a significant impact on male's participants likeliness to purchase in the future (42% vs 75%) compared with those who have not been recently exposed (-33pts). Interestingly, the impact in purchase likeliness reduction of exposed female is much less (-8pts) and not significant compared to non exposed one.

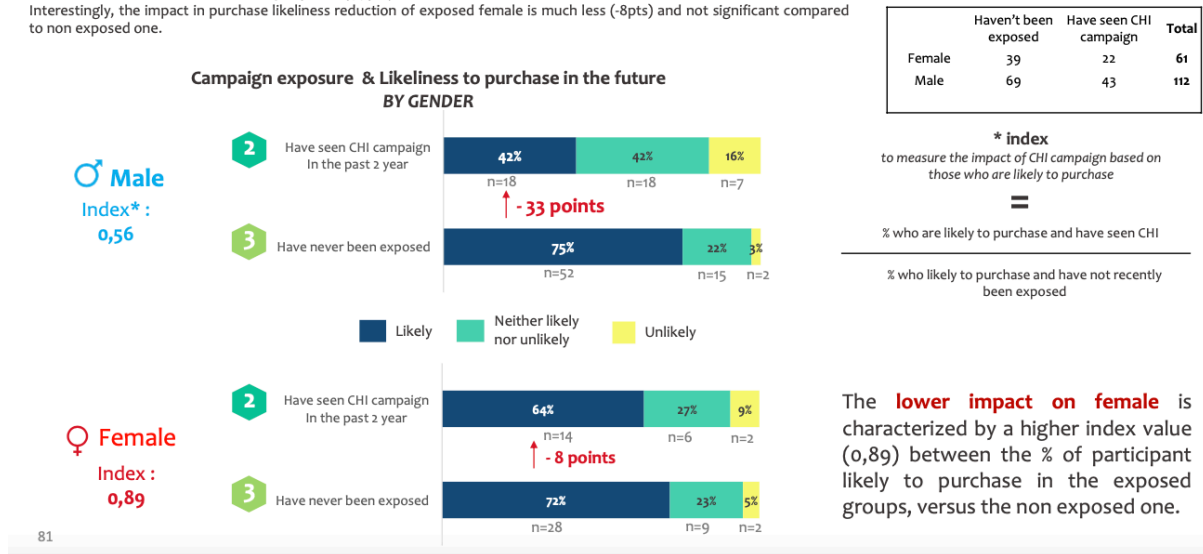


Figure 8. Gender Differences in Likeliness to Buy Rhino Horn in Vietnam (Indochina Research 2021)

Exploration of women's roles as influencer and purchaser is needed for future campaigns. This may be particularly important for health-related motivations, where women purchase behavior is often linked to the well-being of their family members, or to show respect and caring for their elderly parents/in-laws as well as the specific contexts in which women purchase and gift. It may also be important to understand to what extent men are influenced by their female partners in relation to wildlife purchases and use for sexual performance.

### 5.1.2 PROMISING APPROACHES FOR SOCIAL MOBILIZATION

A deeper focus on shifting social norms is key to long term demand reduction efforts. Effective social mobilization is not only important to reinforce key messages for frequency of exposure, but also to ensure that SBCC design is relevant, and addresses recognizable local situations where wildlife might be introduced. This section explores promising approaches for social mobilization with spiritual influencers, and through engagement with government and corporate leaders.

#### Engagement with Spiritual Influencers

Social mobilization approaches with Buddhist communities in Thailand and Vietnam built on use of credible local influencers who could reinforce key messages and drive local action. Thailand's focus on spiritual beliefs through engagement of local Buddhists communities requires further exploration of meaningful alternatives for blessings, offer clear doable actions which can be measured, and provide strategies to ask the right questions for reflection and dialogue. Other spiritual groups need to be included. Given high motivation for purchase of amulets for spiritual reasons, engaging monks and nuns is a powerful strategy. Monks, nuns and lay Buddhist cadres have

*Animals cannot even survive, let alone protect us. What is actually good are Dharma teachings that create wisdom.*

– *Comment posted on Facebook in reaction to No Ivory No Tiger Amulets Campaign*

wide and deep networks in communities, play a critical role in people’s decision making, particularly for holistic health needs, and can help to think through meaningful alternatives to provide community members with needed support.

Innovative partnerships and initiatives may be explored. A participant at a joint workshop with INEB suggested, “The Forest Stewardship Council (FSC) certification and inspection concept could apply to show that no animals have been harmed in the production of the amulets, or that the temple does not support/bless any objects. We could go temple by temple to certify amulets, advertise, and get donations.”

### **Engagement with Government/Corporate Leadership and Use of Peer Champions**

Strengthened partnerships with the private sector and government leaders is also key to addressing drivers motivated by desire for status, improved business relationships, and networking. Companies need to be held accountable to CSR principles through measurable actions that can be tracked. Using private sector associations and networks to interpret and make the Chi messages and related CSR call to action their own is promising.

Future SBCC efforts could showcase an example of CSR in action as an example for others. Chi III’s efforts to shift corporate policy through CSR measures may benefit from examples of collective action (like pledges and other activities). These actions could create a positive nudge to others that seek social approval for their actions as well as reinforce social stigma, but may not be effective as a measure of behavior change. Dang Vu et al (2020) reported that rhino horn users were not likely to change their behavior just because they signed a pledge. It is also not always clear if those people making pledges are current or likely consumers and may be made by those who have no intention of buying or using wildlife, in any case.

Nevertheless, increasing social unacceptability and stigma around illegal wildlife use is a powerful weapon to be strengthened. In experiences of social mobilization in the health field, smoker-related stigma was influenced using restrictive smoking policies in public places coupled with family and friends’ disapproval.<sup>6</sup>

#### **UNWANTED GIFT**

A Chi workshop participant shared that he had once offered rhino horn as a gift to a leader of the provincial authority during Tet. The gift was rejected by the receiver, who explained the illegality and misguided medical belief surrounding rhino horn. The participant had to take the rhino horn back, feeling ashamed for what he had done, but he learned a valuable lesson.

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<sup>6</sup> Stuber, J. et al. 2008. “Smoking and the Emergence of a Stigmatized Social Status.”

## SUSTAINING GOVERNMENT/CORPORATE LEADERSHIP

Continued engagement with government and corporate leadership requires sufficient training and support, measures for impact over time, and reinforcement by addressing local access issues.

*Our work led to one handicrafts seller to stop selling products, become a champion, and place materials in her showroom. She even refused to take a contract to make bowls to grind rhino horn.... (But) signing a pledge is not enough – we need to follow everything they sign. This requires effort, time, funding, to sustain and expand CSR strategic plans within companies including ongoing support.*

– VCCI Chi Champion

*Engagement with National Assembly is hard but important to pass legislation to hold consumers accountable and change social acceptability around rhino horn use. High-end dialogues undertaken have led to three new key opinion leaders in parliament—Tran Thi Quoc Khanh, Mai Thi Phuong Hoa, and Nguyen Van Pha (Vice Chairman of Judicial Committee of the National Assembly of Viet Nam)—who are now raising their voices about wildlife protection issues.*

– Ms. Duyen Bui, Intelligent Media

### 5.1.3 CREATING AN ENABLING POLICY AND PROGRAMMING ENVIRONMENT

**The socio-ecological model reminds us that behavior change requires multi-level interventions (consumer, peers/family, community, vendors, policy makers, enforcement) working synergistically for impact.** While BCC had extensive reach and impact with intended consumers, sustained shifts in attitudes needs to be reinforced across the consumer journey. Shifting social norms about use of wildlife is foundational to individual decision making, particularly when driven by deeply rooted practices and values, a need for status, connection to the group, filial piety, respect, honor, and love. However, without political leadership, supportive laws/policies, and resources to mitigate demand, supply, and purchases, consumers may continue to perceive their actions as low risk or even acceptable depending on laws within and across countries.

**The broader political and policy framework influences perceived access and personal accountability.** In Thailand, for example, the co-existence of legal and illegal markets for ivory can create confusion around legality and will likely continue to attract tourists who will take advantage of ease in access. Although the country is not a major consumer of ivory, it is a destination for overseas travelers, including elephant camps that promote and sell ivory onsite as part of “sustainable” tourism. Lack of consequences for purchases over time, also decreases personal risk perception – lending a sense that “my purchase doesn’t matter” or “others are doing it as well”.

**Cultural and political contexts provided opportunities and constraints in SBCC design.** While consumer research and engagement in campaign design are critical to success, broader policy challenges and emerging developments impacted the translation of key messages to action. In Thailand, direct messaging to stop purchase/use of ivory products was constrained by the government policy that allows purchase of regulated domestic ivory.

In China, this was apparent in the messaging for the Wildlife Free Gifting campaign. Initial messaging directly addressing gifting - a major driver that cut across four species - was not approved by the government since it undermined a strong Chinese cultural tradition. The messaging had to be revised to focus more on increasing perception of risk from consumption penalties executed through materials featuring gifting scenarios. At the same time, the Wildlife Free Gifting Campaign



messaging linking non-consumption of wildlife products to the ecological civilization society advocated by the government, proved effective in enhancing audience recall and acceptance of the message.

**Coordination for SBCC among sectors and across regions can amplify messages and strengthen meaningful accountability.** When SBCC approaches are coordinated in-country, messages are amplified rather than compete for consumer attention. Shared experience can help inform responses to new drivers and other species that need to be addressed as well as strengthen use of shared measures for assessment of collective impact. For social norms to change, collective voices matter.

The opportunities for coordinated SBCC responses at country and at regional level are there. Multiple countries are working on similar or related priorities and partners can benefit from sharing strategic plans, lessons learned, and effective evaluation approaches. Extending partnerships with other key government sectors (including health, law, enforcement, education) can maximize use of channels (in schools, health facilities, at key access points), and introduce new influencers to reinforce messages and galvanize local action.

**SBCC is clearly effective. It needs sufficient investment for continuity and sustained impact.** The Activity delivered nine new major campaigns in focused areas within a five-year timeframe. Even given the short duration of campaigns and focus on a few geographic hotspots, the campaigns produced compelling results. To maximize cost-efficiency, the campaigns focused more on BCC activities that used social media to target the optimum number of consumers within a short time frame. Expanding the use of social mobilization and advocacy strategies would help reinforce messages using local cultural lens and contexts to stimulate dialogue, sustain action and create a social norm for reduced demand. Further investments in SBCC would directly impact the message saturation and frequency needed to deepen reflection around the key messages for desired changes in behaviors and social norms.

**SBCC needs time to be planned effectively and flexibility for responsive design.** The SBCC process takes time. Before campaigns can be implemented, sufficient preparation is needed to identify the right target audiences and their profiles, develop and pretest messaging and materials that would resonate, and produce these materials. Moving forward from targeted campaign approaches to holistic SBCC programs under a cohesive SBCC strategy and an umbrella campaign concept would allow for wider buy in of stakeholders, flexibility in responding to emerging strategic developments, and multi-layered social mobilization and advocacy approaches with greater penetration and engagement of local actors and at local access points for purchase. Adaptive approaches have also been shown to be essential in informing course correction for messages, materials, and channels.

## 5.2 RECOMMENDATIONS

This final section outlines recommendations and new directions for USAID and future SBCC interventions.

### **1. Expand the campaign to target the emerging consumer segment of affluent youth (Generation Y) who are entering the market.**

Continuing efforts need to be taken to reduce demand and make wildlife product use socially unacceptable among young people who are entering the consumer market each year. Currently, those born post-1980s (Generation Y) are increasingly becoming affluent and status conscious. Because of their socio-demographic characteristics, they are potential consumers of wildlife products. USAID Wildlife Asia research revealed that a significant segment among them have intention to buy wildlife products in the future. The Thailand 2020 post-campaign survey revealed that among respondents 18 to 24 years old, 38 percent and 29 percent, respectively, intend to buy ivory and tiger products in the future. The China 2021 post-campaign survey found that in Guangdong province (focus area for the WFG campaign), a significant proportion of those who will likely buy wildlife products in the future are 18 to 30 years old - 23 percent will buy ivory, 21 percent will buy rhino, 15 will buy pangolin and 14 percent will buy tiger products.

A 2019 study by McKinsey revealed that in China, Generation Y accounted for more than half the total spending on luxury by Chinese consumers.<sup>7</sup> It would be unsurprising if the same is true for Vietnam, Thailand and other middle-income countries in Asia. This young target group is digitally savvy, highly influenced by social media as well as key offline touchpoints.

### **2. Strengthen social mobilization and advocacy to increase social unacceptability of buying and using wildlife products that will sustain reduced demand.**

The campaigns in China and Thailand were mostly BCC campaigns that directly addressed current and potential consumers. These campaigns mainly utilized social media and out-of-home channels to disseminate materials (videos, key visuals, billboards, posters, etc.) without actively engaging or interacting with the target audience. Strengthened social mobilization efforts are necessary to proactively engage influencers, social networks, and other relevant individuals and associations. This will amplify and deepen the conversation with current and potential consumers around demand reduction messaging and concerns through face-to-face channels. Expanded social mobilization will increase social unacceptability of wildlife product as an accepted social norm and will sustain reduced demand and consumption. Advocacy efforts need to be enhanced that will lead to the adoption of government and private sector policies that will disincentivize or penalize wildlife product consumption and create an enabling environment for non-use of wildlife products.

### **3. Utilize evaluation methods that would measure changes in past purchase and deep dive into the “why” and “how” of attitudes and behavioral changes to complement quantitative methods that reveal the “what” and “where”.**

Before USAID Wildlife Asia, demand reduction or awareness raising campaign evaluations mainly focused on reach. USAID Wildlife Asia introduced post- or endline surveys conducted after the

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<sup>7</sup> McKinsey and Company. 2019. “China Luxury Report 2019: How Young Chinese Consumers are Reshaping Global Luxury”.

campaign ended as a methodology to evaluate the impact of demand reduction campaigns. Reach objectives were validated by actual recall or exposure data from the target audience. Recall was correlated with desired attitudes, social acceptability and intention to purchase to determine impact of the campaigns. These were quantitative surveys using questionnaires to be answered by respondents with a limited time frame.

Intention to purchase is an accepted measure of demand (in economics, demand is generally measured by the desire, willingness, and ability to buy a product). *Intention* to purchase can be validated with self-reported *actual* purchase/non-purchase data. Evaluation surveys can capture past purchase behavior for shorter or longer durations, e.g. purchases in the past six months or 12 months (frequently used durations for demand reduction studies). A shortened period is expected to more accurately measure recall of past purchase behavior and gauge the immediate effects of campaign exposure on such behavior. For any evaluation it is important for the baseline survey and post-intervention survey to utilize the same durations to enable comparison.

Although they were accurate measures of attitudinal and behavioral changes resulting from campaign exposure among specific target audience segments in various locations (what and where), these quantitative surveys were not able to gather information on why these changes happened, the triggers for these changes, and how these changes occurred (why and how). The latter information is best generated by qualitative methods (focus group discussions, individual interviews) that, due to time and resource constraints, were not undertaken under USAID Wildlife Asia. Future campaign evaluations will benefit from having both quantitative and qualitative studies. The latter probe specific aspects of the campaign (messaging/materials/messengers, dissemination, interpersonal influence, etc.) responsible for these changes – valuable information for planning future demand reduction interventions. As intended consumer groups become smaller and more hidden, delving deeper into the how, why, and what next becomes more important.

#### **4. Strengthen coordination at the regional (Southeast Asian) level to optimize demand reduction efforts among travelers and consumers of other wildlife products that cut across country barriers (e.g. wild meat).**

The China, Thailand and Vietnam 2018 USAID consumer surveys and more recent surveys (TRAFFIC 2021 Wild Meat Consumer Survey in Thailand) revealed that purchase or consumption of wildlife products (ivory, rhino, pangolin, tiger, wild meat) is highly correlated with travel. Coordinated cross-country regional SBCC efforts to reduce demand will be important to remind potential consumers of risks across their journey. The Association of Southeast Asian Nations (ASEAN) can be an effective coordination platform on the use of SBCC to reduce demand for illegal wildlife products in region. Coordination can encompass not only BCC but social mobilization and advocacy as well. Coordinated regional advocacy efforts are needed to push for policy changes that will ensure reduced consumption and demand across countries. Coordinated social mobilization efforts can be initiated through civil society or private sector associations that have a regional coverage or platforms like the International Network of Engaged Buddhists or the U.S.-ASEAN Business Council.

#### **5. Expand and strengthen a network of SBCC advocates at the regional level.**

More and more government, civil society and private sector organizations in the region need to understand and appreciate the SBCC approach not only in reducing demand but in improving conservation practices. A possible first step can be coordinated regional efforts in research. The wealth of robust research conducted by USAID Wildlife Asia and other partners not only provides

key insights into intended consumers, their motivations, and their purchase journey, but also trends in purchase behavior and impacts of campaign exposure. Sharing research and strengthening collective action around trend analysis will provide more opportunities for qualitative research. There are also benefits to sharing evaluation approaches across partners and standardized indicators for collective review and planning of next steps

COVID-19 created increased public concern around the risks of wildlife consumption and human health. Promising initiatives under the EndPandemics and One Health Initiative call for a ban on all wildlife trade regardless of species and drivers and is poised to have wider global appeal and a call for action. Addressing the health aspects of wild meat consumption and Traditional Chinese Medicine (TCM) might attract more partners to the table to engage in SBCC efforts and maximize their networks and reach within communities.

The Demand Reduction Steering Group (DRSG) in Thailand is an example of a coordination platform that may be replicated at the regional level. The DRSG brings together partners to share what they are doing and strengthen a community of practice and could be an example to other countries in the region. Within Thailand, engagement of other sectors including health, education, enforcement, justice could strengthen design of complementary interventions through a range of channels close to potential consumers, as well as address local supply and access issues. Coordination on priority SBCC research, and collective design of priority campaigns based on shared drivers would maximize partner budgets and leverage platforms and partnerships in place. Using the socio-ecological model, SBCC provides a tool to galvanize responses across different constituencies and platforms led by women, youth, and other stakeholders for broader conservation outcomes.

## ANNEX I. STAKEHOLDERS INTERVIEWED

TYPE	ORGANIZATION	NAME(S)
<b>UWA and Creative Agencies</b>	WildAid Thailand	Rabia Mushtaq, Nuthatai Chotechuang
	IFAW China	Ma Chenyue, He Jianguo, Liang Qian, Wang Fan
	Traffic Vietnam	Trinh Nguyen, Ngan Tran Bao
	Intelligent Media	Duyen Bui
	Trends Digital	Sunny P, Aung Thu Hein
	FHI 360 (SBCC)	Kara Tureski, Nora Guzman
	UWA MEL	Pakprim Oranop (currently with USAID)
<b>Stakeholders</b>	Traffic Thailand/HQ	Dararat Weerapong, Gayle Burgess
	ZSL Thailand/HQ	Eileen Larney, Carly Waterman
	WWF USA	Anny Liang, Jan Vertefeuille
	WWF Greater Mekong	Jesse Taweehan (previously with USAID)
	Freeland Thailand	Steven Galster
<b>Beneficiaries</b>	INEB Thailand	Khun Moo, Khun Topsis
	VCCI Chi Champion	Ms. Duy
<b>Research</b>	Globe Scan	Wander Meijer, Daniel Bergin
	Indochina Research	Xavier, Depouilly
<b>Government</b>	Department of National Parks, Wildlife and Plant Conservation, Thailand CITES	Klairoong Poongpon
<b>Donor</b>	UNDP GEF 6 Thailand	Rattaphon Pitathepsombat

## ANNEX 2. RESEARCH QUESTIONS AND DETAILED ANALYTICAL FRAMEWORK

### Key Questions the SBCC Review Will Address

The review will analyze specific factors that led to campaign outcomes in the three countries to identify insights into effective SBCC approaches for future investment. Key questions for analysis are provided.

1. How did SBCC interventions used by USAID Wildlife Asia achieve reduction in consumer *intention* to buy and perceived social acceptability of buying/using illegal wildlife products?
  - What were the key ingredients to campaigns which demonstrated significant changes in reported behavioral measures?
  - Why are findings from countries different, what were specific factors that led to specific outcomes?
  - How effective is the strategy that focuses on drivers for consuming wildlife products vs. a strategy that focuses on species, conservation, or biodiversity?
  - What lessons can be learned for integration of social mobilization and advocacy components to demand reduction campaigns, assuming funding availability? How can we improve the social mobilization and advocacy efforts going forward?



SBCC 5-Step Planning Process

2. Based on analysis, what are lessons learned, gaps and emerging developments which need to be addressed in future SBCC interventions?

SBCC PLANNING STEP	FOCUS QUESTIONS
<b>Step 1: Understand the situation</b>	<ul style="list-style-type: none"> <li>● What were key differences in how UWA applied/operationalized research findings to inform behavioral analysis of target audiences, drivers, barriers, and opportunities, using the socio-ecological framework for the three countries?</li> </ul>
<b>Step 2: Focus and design SBCC strategy and interventions</b>	<ul style="list-style-type: none"> <li>● What were strategic decisions made regarding SBCC strategy focus and intervention approach in the three countries?</li> <li>● Were representatives of consumer segments engaged in the message/strategy design process?</li> <li>● Are interventions layered to maximize reach and reinforce positive behavior (based on barriers identified)</li> </ul>

<p><b>Step 3: Create campaign messages and materials (SBCC campaigns, social mobilization and advocacy interventions).</b></p>	<ul style="list-style-type: none"> <li>• What were the differences in messaging for target audiences and demand drivers addressed, across the three countries?</li> <li>• How were the messages developed, finalized and executed?</li> <li>• How was the gender perspective used in development of messages and materials?</li> <li>• How did these types of messaging resonate and affect demand reduction outcomes?</li> <li>• Length of materials – how did length of materials used for social media affect engagement?</li> <li>• What was the impact of using specific messengers to communicate the messages?</li> </ul>
<p><b>Step 4: Implementation/dissemination methods and monitoring:</b> What dissemination strategies worked best?</p>	<ul style="list-style-type: none"> <li>• <b>Geographic targeting:</b> With limited resources, how effective was focusing on specific target areas e.g. Guangdong/Guangzhou in China, Bangkok in Thailand, Hanoi/Danang/HCMC in Vietnam?</li> <li>• <b>Dissemination Strategy</b> – how effective was the dissemination plan to reach the target audiences</li> <li>• <b>Length of campaigns</b> – how did the duration of campaign implementation affect outcomes in three countries?</li> <li>• <b>Frequency of reach:</b> To what extent did frequency of reach add to recall and affect positive outcomes? Did channels have sufficient reach, depth? for all levels?</li> <li>• <b>Use of social media versus other channels:</b> To what extent was focusing on social media effective? How can social media be made more effective (e.g. use of digital analytics to monitor dissemination and adapt accordingly) for future campaigns?</li> <li>• <b>What methodologies were used to monitor implementation and adaptive management strategies undertaken</b> to refine targeting or expand reach? What feedback loops were established to assess outcome – adjust based on what is happening? How can we recognize and celebrate success stories?</li> <li>• <b>What role did stakeholder coordination/partnerships play</b> to expand reach, depth, mix of channels?</li> <li>• <b>What lessons can be learned for integration of social mobilization and advocacy component</b> to demand reduction campaigns, assuming funding availability? How can we improve the social mobilization and advocacy efforts going forward?</li> <li>• What was the impact of the COVID-19 pandemic to implementation, if any?</li> <li>• USAID branding issue – exemption granted in China and also in VN for the Chi III</li> </ul>

**Step 5: Evaluating and replanning (strategies and outcomes)**

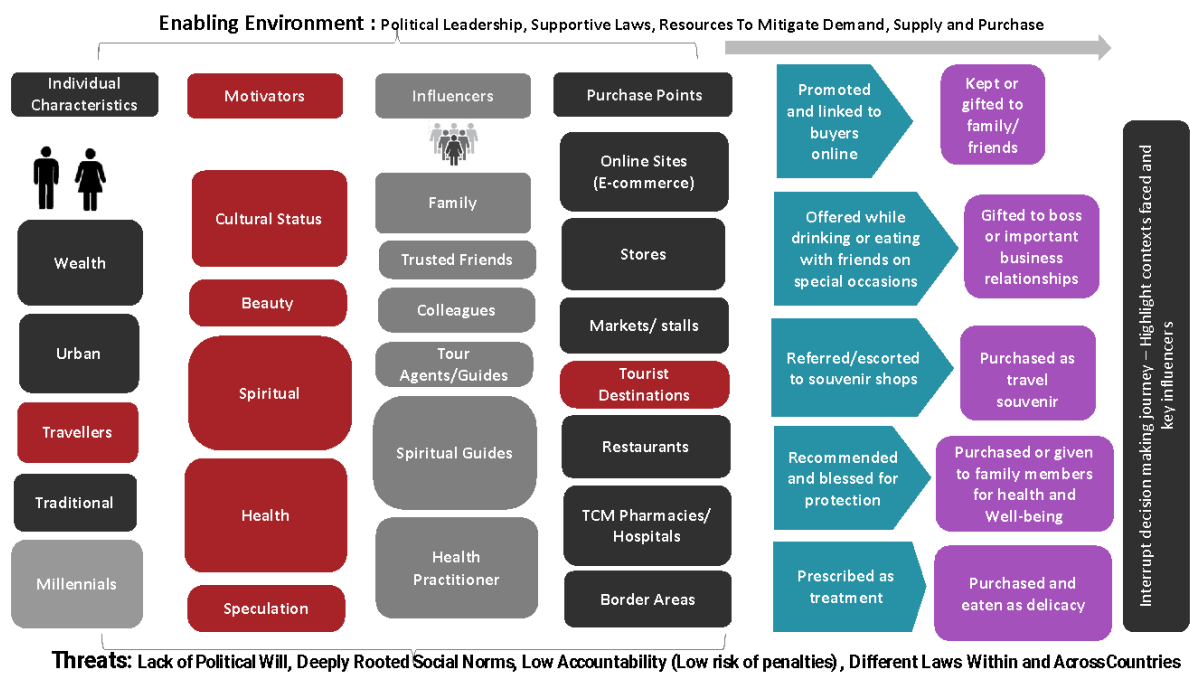
- What were strengths and limitations with evaluation design used to determine impact?
- How do we use data/findings to refine approaches and define next phase priorities?
- Although campaigns succeeded in reducing demand, there remain significant proportions who still have intention to buy and perceive wildlife product use as socially acceptable. What strategies can be best employed to engage this group and change their intended behaviors and social norms?
- Can we define milestones through doable actions that allow us to assess and respond to developments?
- How can campaigns be more sustainable?
- What lessons and practices from similar campaigns implemented by other partners can be applied to strengthen campaigns in the future?
- How could coordination with law enforcement and policy actions improve outcomes and sustainability
- How effective were knowledge sharing and dissemination efforts?
- Impact of leveraging for cost effectiveness and sustainability?
- Gender considerations for future planning?
- Use of innovative technologies?



## ANNEX 3. SUMMARY OF 2018 CONSUMER RESEARCH FINDINGS

### The Consumer Journey and USAID Wildlife Asia Selected Drivers and Campaigns

Having a strong foundation of your priority consumer groups, influencers and geographic hotspots is a critical first step to effective SBCC strategy development. All three countries conducted formative consumer research to inform priorities and set baselines for project implementation and identifying various use of specific wildlife products and motivations. The socio-ecological model provides a helpful framework show who is driving consumption, why, key influencers, purchase points, and some insights into the consumer journey for intervention. It also highlights the important enabling policy environment needed to mitigate demand, supply and purchase and key threats at all levels.



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