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**IUCN – The World Conservation Union**

**European Commission Project  
B7-6200/99-05/DEV/ENV:  
Support to Activities of the  
IUCN/SSC African Elephant Specialist Group**

**Project Evaluation**

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**24 September, 2004.**

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## **Preface**

Although time and resources have been limited, this evaluation has been an interesting exercise for us, and we are grateful to have had the opportunity to carry it out. It has been inspiring to learn about the achievements of the African Elephant Specialist Group, though daunting to see what challenges still face it – not least the challenge of sustaining its activities over the years ahead.

We are particularly grateful to the Secretariat of the AfESG in Nairobi for all the work they did to facilitate this review. Our sincere thanks also go to all those who took the time to complete and return the questionnaire we sent them, and to those who also made time for interviews. We hope we have represented their views fairly, and that this report will be a constructive contribution to the future work and funding of the AfESG.

Stephen Turner

Jean-Pierre d'Huart

24 September, 2004.



6.3.1.	Integration into the IUCN Programme	37
6.3.2.	Integrated funding for the core components of African elephant conservation	38
7.	Conclusions and recommendations	38
7.1.	Relevance and design	38
7.2.	Effectiveness	39
7.3.	Efficiency	40
7.4.	Impact, sustainability and support	40
Annex 1.	Terms of Reference	42
Annex 2.	The evaluators	49
Annex 3.	Methodology	51
Annex 4.	Analysis of allocations from the AfESG Small Grants Fund	60
Annex 5.	Logical framework	63
Annex 6.	Persons and organisations consulted	73
Annex 7.	Documents consulted	77





## Summary

The African Elephant Specialist Group (AfESG) is one of over 120 Specialist Groups of volunteer scientists that make up the Species Survival Commission (SSC) of IUCN, the World Conservation Union. Its mission is to promote the long-term conservation of Africa's elephants throughout their range. Established in the mid-1970s and currently comprising 49 members, it has developed a Secretariat to service its activities. The Secretariat has headquarters in Nairobi and offices in Yaounde (currently not staffed) and Ouagadougou (section 1.1, pages 1 - 4). The AfESG has developed a reputation as one of the most active groups in the SSC. Elephant conservation issues have a high international profile and are often controversial. Along with the CITES programme for Monitoring the Illegal Killing of Elephants (MIKE) and Elephant Trade Information System (ETIS), the AfESG occupies important central ground as a neutral provider of impartial technical information and advice (section 6.3, page 37). The maintenance of scientific rigour and impartiality in the context of a commitment to conservation are key to the AfESG's profile and performance.

This is an evaluation of a project of support for the AfESG that has been funded by the European Commission (EC) from March 2000 to November 2004. The project provides core funding to the group and its work. The objectives of the project are identical to those set out in the terms of reference of the group as a whole. The EC project funded about half the AfESG's expenditures from the inception of the grant to the end of 2003 (section 1.2, pages 4 - 5).

The evaluation was required to assess the effectiveness, relevance, efficiency. The e

## **Effectiveness**

The AfESG has been effective in compiling, synthesising and improving information on the conservation and status of African elephants (section 3.1, pages 9 - 11). We recommend to the group and to donors that maintaining and funding this work is a high priority. It is particularly important to sustain and build the quality and coverage of the African Elephant Database, one of the group's core products.

The AfESG has also been effective in providing and improving technical advice on African elephant conservation (section 3.2, pages 11 - 19). AfESG advice plays a widely valued and centrally important role in the conservation of this species. Its work to date on human-elephant conflict has been beneficial, but we recommend that further work be done to expand and upgrade it and to ensure that the translation of these and other guidelines is of good quality (section 3.2.1, pages 11 - 12).

AfESG advisory services to the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) are critically important to African elephant conservation (section 3.2.2, pages 12 - 13). We recommend that the AfESG, CITES and donors give high priority to maintaining these services, which take three forms: advice to and technical collaboration with MIKE; advice to the range states on CITES issues; and advice to the Convention as a whole, notably during Conferences of the Parties.

Another effective area of AfESG work has been in catalysing and promoting conservation action for the





The first assumption is that, despite the complexity and costs, the AfESG's status as part of an IUCN Commission is an important attribute. The second is that the group, alongside MIKE and ETIS, has a special status and role in African elephant conservation, as a professionally credible provider of impartial information and advice (section 6.3, page 37).

Our first priority recommendation for sustaining the work of the AfESG is that IUCN integrate that work more explicitly into its Programme, and accept the logical implication that it has as much responsibility for funding it as it does for funding other parts of the Programme (section 6.3.1, pages 37 - 38).

Secondly, we recommend that the three core scientific bodies in African elephant conservation, and the donors committed to their cause, move towards more integrated, longer-term funding of their complementary roles and programmes (section 6.3.2, page 38). The most urgent priority is that AfESG and MIKE, with the support of IUCN and CITES, find ways to achieve more integrated funding from the EC or other donors that will meet at least the core medium-term resource needs of both. If MIKE is funded and the AfESG is not, the effectiveness of the funding to MIKE will be seriously reduced. The EC's support to the AfESG has been highly effective in helping promote the long-term conservation of Africa's elephants. We recommend that the EC express its continued commitment to this cause, and help to secure existing achievements, by further funding for the group. In the first instance, this should ideally be in an integrated programme with MIKE.

## **1. Introduction**

### **1.1. The African Elephant Specialist Group**

The World Conservation Union (IUCN) relies on its six Commissions for the scientific data and analysis that guide its Programme. These Commissions are made up of volunteer specialists in many natural and social sciences. Numbering over 10,000 in all, Commission members are a unique feature of this global organisation, whose work and impact depend heavily on their unpaid contributions. Conventional analysis of the cost-effectiveness or sustainability of IUCN's work is complicated by the fact that so much of that work is contributed free of charge.

The Species Survival Commission (SSC), founded in 1949, is by far the largest of the six IUCN Commissions, with some 7,000 members. "It serves as the main source of advice to the Union and its Members on the technical aspects of species conservation. SSC seeks to mobilise action by the world conservation community for species conservation, particularly those species threatened with extinction and







54 months, terminating on 30 November 2004. In the same rider, a number of minor modifications were made to the logical framework, including substantive indicators for the activities and inputs. This current version of the logical framework is also shown in Annex 5.

This project was notable in that it essentially provided core funding to the AfESG. As we have shown, the objectives of the project were the objectives of the group as stated in its official terms of reference, and were stated as a series of activities that the group would undertake. These activities spanned the full range of work in which the group was then engaged or to which it was committed for the coming years.

It is important to recognise that the project agreement was signed by the Secretariat of IUCN, as the contracting legal entity that would receive the EC funds on behalf of the Secretariat of the AfESG. The commitments made in the project agreement were commitments by the Secretariat of the AfESG, and not by its volunteer members. At the same time, however, the AfESG Secretariat would be unable to deliver on these commitments without the active engagement of many of the members. These complexities are not unusual in IUCN. Its member organisations, Secretariat and volunteer members of Commissions are often combined in permutations of funding and execution that can baffle the outsider but are intended to ensure that the whole is more than the sum of its disparate parts.

Over its life span, this EC-funded project has provided about half of the AfESG's total budget. Other donors have included the United Kingdom Department for Environment, Food and Rural Affairs (DEFRA); the United States Fish and Wildlife Service (USFWS); the World Wide Fund for Nature (WWF); Conservation International's Critical Ecosystem Partnership Fund; the International Elephant Foundation and the Chicago Zoological Society.

### **1.3. Objectives of this evaluation**

The objectives of this evaluation, as stated in the TOR at Annex 1, are to assess the performance of the EC-funded project rt-otife sass

semi-structured interviews in French and English with a range of informants, including but not limited to those mentioned in the TOR. A list



The target users of the AfESG's output, and thus the output of the EC-funded project, are implied by the TOR of this evaluation to be range state government agencies; NGOs, inter-governmental organisations and non-range state governments. (We deal with the effectiveness of the group in giving information and advice to these different types of agency in section 3.2 below.) The project document for the current EC support describes the 'beneficiaries and parties involved' as governments, donors and scientists. To get a broad picture of the relevance of the AfESG's work to these various types of user and beneficiary, we asked questionnaire respondents how relevant they felt that work had been to their organisation's efforts in African elephant conservation. Some people felt that they could not answer this, for example because they were freelance consultants not working for any organisation, or because their donor agency had no direct programme for African elephant conservation. The responses that were received are shown in Figure 2 below. Many people working in elephant conservation and research agencies cited specific ways in which their organisations and programmes had benefited from AfESG and support. These tended to be practical kinds of support, rather than strictly academic or scientific ones. Others quoted the topicality and value of recent AfESG initiatives, for example on translocation and elephant corridors. On the other hand, there were comments from Central Africa that the relevance of the group to their region is limited by what they considered to be its inadequate presence and programmes there. Several responses emphasised the value of interaction with elephant conservation specialists and programmes from other parts of the continent.

**Figure 2. Relevance of AfESG to respondents' organisations**

## **2.2. Relevance in a changing world**

Clearly, relevance is a relative concept. Among the many who are dedicated to African elephant conservation, priorities vary widely. There also shifts over time in the context for these efforts, and in the general consensus about suitable strategies for elephant conservation on this rapidly changing continent. National, regional and global policy frameworks continue to evolve, for instance, as do the array of institutions concerned with African elephants and the respective roles that these institutions play. CITES debates and procedures have moved forward, although controversy persists. Over the last decade there has been increasing emphasis on the rights of the rural poor in African nature conservation, and more careful attention to the concept of sustainable use. This stronger concern with socio-economic issues has its advocates and detractors in the world of African elephant conservation. Some consider it a wasteful distraction; a probable majority consider it an essential strategy for the survival of the species.

The TOR for this evaluation ask, as an aspect of the



(Blanc *et al.*, 2003) was a significant improvement on its predecessor, the AESR of 1998. It is available in book form, and can be downloaded from the AfESG web site, in English. So far, the AESR book has been distributed to some 479 users. This pales into insignificance compared with the number of downloads, which totalled 6,000 during just the first two weeks of its availability on the web site. This suggests substantial use of AfESG technical information, although of course it is hard to confirm whether that use is by the group's target users. Translation of the AED into French is about to start. Due to lack of funds for printing, the French version will only be available in digital form.

The AED itself is now stored in computers and managed with geographic information system and relational database software. It is continuously upgraded, as the Database Manager and the DRWG obtain new elephant survey data (often from AfESG members), with a formal update taking place each year. The annual updates are not printed in book form, but (once approved by the DRWG) supplement the material that can be supplied by the Database Manager in response to requests for information. Anyone seeking AED information that is not in the published AESR can apply to the AfESG but must comply with the group's Data Access and Release Policy. Because of the sensitivity of some of the data included in the AED, the group does not allow direct access to the database. Instead, the Database Manager sends extracts from it to applicants if their requests are approved by the DRWG. To date, 16 such requests have been granted and data sent to applicants. No applications have been refused.

The AfESG works closely with MIKE on elephant data. Ties are particularly close at present because of the close proximity of the AfESG and MIKE offices, and the fact that MIKE currently has no data manager of its own. The AED is now recognised as the official repository of African elephant population data for MIKE (but not of elephant killing data, which are managed by MIKE itself). At CoP 12 of CITES in 2002, AfESG was asked to help define, in consultation with the MIKE Central Co-ordinating Unit, the geographical scope and nature of the baseline data that MIKE must provide before the ivory exports agreed at CoP 12 can be approved. This was done at the 49<sup>th</sup>

**Figure 5. Success of the AfESG in compiling and synthesising information**

WWF International, the AfESG launched a field programme for the testing of HEC mitigation tools in 2002. This programme, which was intended to operate at nine sites across Africa, has run into problems, mainly due to lack of local capacity. In 2004, it has been restructured. It will now focus on the development of an AfESG-approved training curriculum for HEC mitigation, linked to the training of key people from pilot sites. It will link to a longer-term plan that emphasises the vertical integration of action on HEC, linking field efforts through to policy design and delivery. Although the AfESG does not intend to intensify its activities at field level, it increasingly emphasises the need for this vertical integration between local action and appropriate measures at policy levels. For the HEC work, this initiative is expected to focus initially on Burkina Faso and Tanzania, where trainees will be drawn from MIKE data collection sites.

Another increasingly topical issue in African elephant conservation is the **translocation** of the animals from one place to another. The AfESG continues to oppose the removal of African elephants from the wild for any captive use, but recognises that translocation to other natural areas may be appropriate in certain cases. During the period of EC support, it set up a Re-introduction Task Force (RTF), which produced draft guidelines on the '*In Situ* Translocation of the African Elephant for Conservation Purposes' in 2002. This work was done in consultation with the SSC's Re-introduction and Veterinary Specialist Groups. Following review and revision, these guidelines have since been published, and can be downloaded from the web site, in English, French and Portuguese (Dublin and Niskanen (eds.), 2003a,b). In this case, the French translation is good. The AfESG's translocation work is another instance of its providing and improving technical information and advice during the EC-funded support project. The guidelines are already in use in various parts of Africa. As will be noted below, this is a field in which the group is sometimes asked for specific guidance. The most prominent example of this during

members serve on its Technical Advisory Group (TAG), and whose Secretariat is in daily liaison with the adjacent MIKE head office. The AfESG played a major role in developing the MIKE approach and methods, and continues to provide frequent advisory inputs to the MIKE management and TAG. MIKE's dependence on AfESG expertise provides a strong rationale for integrated funding of these two objective scientific agencies at the heart of African elephant conservation.

AfESG members often contribute data from the field to MIKE. They do this too for the **Elephant Trade Information System** (ETIS) of TRAFFIC, the joint IUCN-WWF programme for monitoring trade in wildlife and wildlife products. ETIS, which was established under the supervision of the CITES Standing Committee alongside MIKE, now has a TAG on which two AfESG members sit. Although there are no direct links between their databases, ETIS relies heavily on the AED maintained by the AfESG. Its manager, in turn, is a member of the AfESG and told this review that ETIS benefits in broader ways from its collaboration with the world of elephant conservation science that the AfESG represents. Through ETIS, as through MIKE, the AfESG has thus contributed to the provision and improvement of technical information and advice on African elephant conservation.

The IUCN **Red List of Threatened Species**, produced by the SSC, is the leading global statement on threats to biodiversity. Many of the SSC Specialist Groups contribute data and analysis to the Red List process. The AfESG did this in 2003-2004 for the African Elephant, working intensively on an updated 'Red Listing' during its members' meeting at Mokuti in Namibia in December 2003 and concluding the process this year. The data and analysis provided by the AfESG for this exercise were a significant improvement on those used for earlier 'Red Listing' of the species. The Red List Secretariat commended the AfESG's submission for its clear and rational presentation.

### **3.2.3. An overview of requests for advice from the AfESG**

The AfESG regularly receives requests for advice. Many of these requests concern the most topical current issues in African elephant conservation, notably those discussed in section 3.2.1 above. Many others concern the development of regional and national elephant conservation strategies, which we shall discuss in section 3.3 below. The following table presents an overview of the major requests that have been received during the EC support project period, based on AfESG reports and further information provided by the Secretariat. It excludes the many requests for information that the Secretariat receives, as well as many smaller requests for advice by researchers and day-to-day enquiries from colleagues in African elephant conservation.

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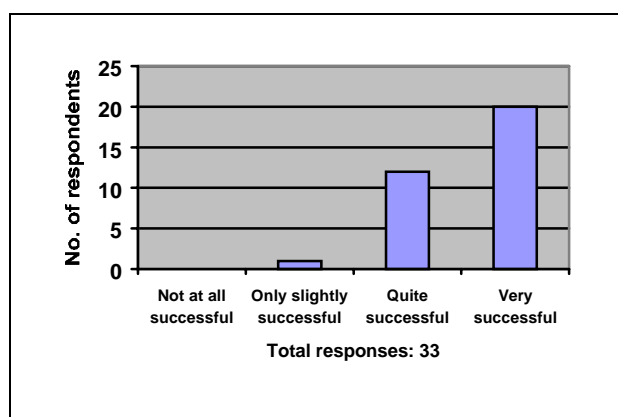


### 3.2.4. Overall effectiveness in the provision and improvement of technical advice

Our questionnaire (Annex 3) asked a number of broad questions about the effectiveness of the AfESG in providing and improving technical information and advice, and about the quality of those services. The responses were generally positive and coincide with our own observations. As can be seen from Figure 6, most respondents felt that the AfESG had made significant improvements to the quality of its information and advice during the period of EC support. Ninety percent of those who expressed an opinion felt that these products were 'state of the art' (Figure 7). The internet and enhanced data management software (notably GIS) have made a major contribution in this regard. Many respondents described AfESG information and advice as 'very easy' to understand, but slightly more said that they were 'quite easy'. Nobody felt that they were 'not at all' or 'not very' easy to understand (Figure 8). As usual in the work of the AfESG, language is a key issue here. Efforts have been made to translate the group's output into French and Portuguese, although in the case of French we could see that the quality of these translations was not always adequate. Much more could be done in this regard, but we recognise that the availability of funding for translation is an important constraint.

**Figure 6. Overall success of AfESG in improving the quality of information and advice**

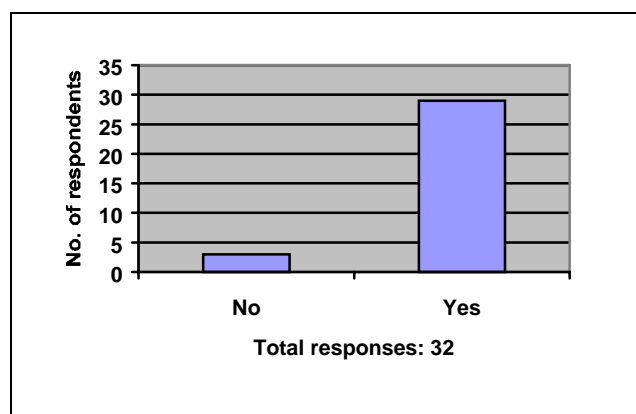
*How successful has the AfESG been since 2000 in improving the quality of technical information and advice on the conservation of Africa's elephants?*



Source: responses to questionnaire.

**Figure 7. Whether AfESG's technical information and advice are state of the art**

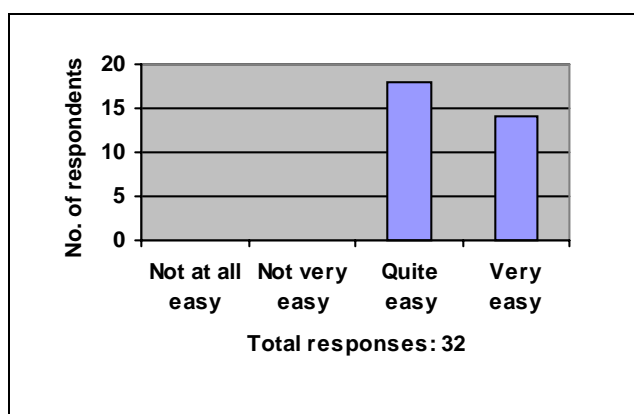
*Would you describe the AfESG's technical information and advice as state of the art?*



Source: responses to questionnaire.

**Figure 8. Clarity of AfESG’s technical information and advice**

*Are the AfESG’s technical information and advice presented in a way that is easy to understand?*



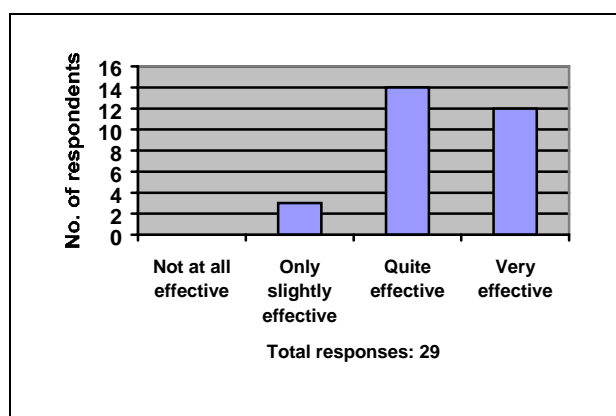
Source: responses to questionnaire.

### 3.2.5. Effectiveness in delivery to different user groups

Our questionnaire asked in turn about provision of information and advice to each of the four sets of users identified in the AfESG’s TOR. As the focus moved away from range state governments through NGOs to international agencies and non range state governments, fewer and fewer respondents felt qualified to offer an opinion.

**Figure 9. Effectiveness of AfESG in giving information and advice to range state governments**

*How effective has the AfESG been since 2000 in providing technical information and advice on the conservation of Africa’s elephants to range state government agencies?*



Source: responses to questionnaire.

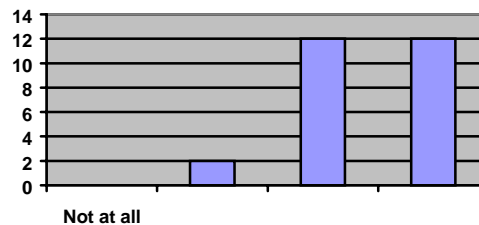
Our respondents were generally positive about the support that the AfESG gives to range state governments. Indeed, the group is notable among SSC SGs for the intensity of its involvement at government level, and the number of government personnel who are members. One informant said that the AfESG is probably the best known SSC SG as far as African governments are concerned. Others praised the group for its many helpful responses to government requests for information and advice, and approved of the growing number of African experts who are national focal points for the AfESG. In West and Central Africa, however, there is a

feeling that more should be done to strengthen the group's representation and its ability to interact with governments. An alternative view, of course, is that many AfESG members, as civil servants, are advising governments not on behalf of the group but as part of their line functions – and that the role of the AfESG *per se* should not be exaggerated in this regard.

One notable activity during the review period was the AfESG's initiative to work with West African governments to develop action plans for the five areas with the largest remaining cross-border elephant populations in the region. This work on cross-border elephant corridors was funded by the Critical Ecosystems Partnership Fund of Conservation International. It is generally regarded as having been a positive step, although more funds are needed to put the plans that were developed into action and co-ordination with a parallel corridor initiative in Côte d'Ivoire appears not to have been successful.

**Figure 10. Effectiveness of AfESG in giving information and advice to NGOs**

*How effective has the AfESG been since 2000 in providing technical information and advice on the conservation of Africa's elephants to non-governmental organisations?*

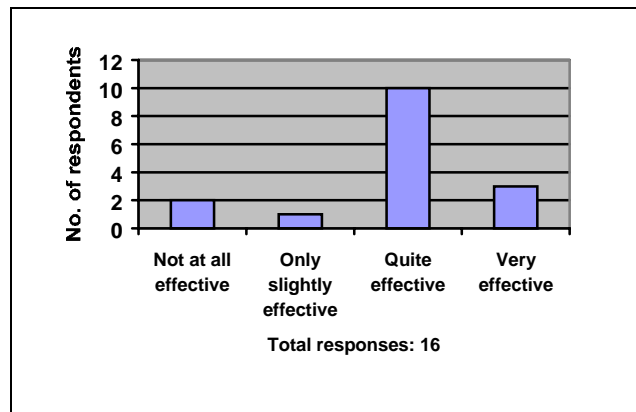


We have already discussed a number of AfESG interactions with inter-governmental organisations, notably CITES, MIKE and ETIS (section 3.2.2). In addition, the group has worked intensively with the Convention on Migratory Species (CMS) with regard to its Memorandum of Understanding on the African elephant with the governments of West Africa. The CMS, which describes the AfESG as having a “big footprint” in West Africa, has agreed with the group to incorporate the regional African elephant conservation strategy that the AfESG had helped West African governments to develop into this MoU. CMS further proposes that the AfESG be nominated as the technical adviser for the MoU.

There have also been interactions with several inter-governmental organisations within Africa. The Southern African Development Community has approached the group for advice on a regional elephant conservation strategy (Table 2). In Central Africa, the lobbying role of the AfESG resulted in the integration of key elephant conservation elements in the policy and strategies of the Conférence des Ministres en charge de Forêts d’Afrique Centrale (COMIFAC). The action plan for the environment initiative of the New Partnership for Africa’s Development (NEPAD) mentions the West African Elephant Conservation Strategy as a priority project for the region. Other interactions with regional bodies in francophone Africa, such as the Union Economique et Monétaire Ouest Africaine (UEMOA) and the Comité Permanent Inter Etats de Lutte Contre la Sécheresse au Sahel (CILSS) are reported to have been less successful, mainly because of these organisations’ lack of capacity to engage fully with the group.

**Figure 12. Effectiveness of AfESG in giving information and advice to non-range state governments**

*How effective has the AfESG been since 2000 in providing technical information and advice on the conservation of Africa’s elephants to non-range state governments?*



Source: responses to questionnaire.

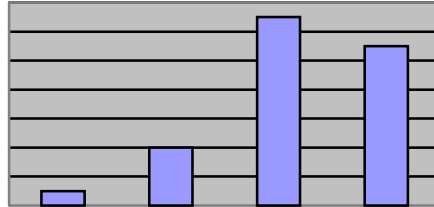
Although fewer respondents felt they could comment on the AfESG’s service to non-range state governments, the funding that the group receives from the British and United States governments is indicative of the value that these two non-range states ascribe to it. (The head of the United Kingdom delegation to CITES attended the last members’ meeting of the group.) A few people took a bleaker view, arguing that the world’s governments remain unenlightened about African elephant conservation and that the AfESG therefore cannot have been effective in this regard.

To conclude the enquiry about the AfESG’s effectiveness in providing technical information and advice to users, the questionnaire asked how much use the respondent’s organisation had made of these outputs during the period under review. Most replied that they had been used either ‘quite a lot’ or ‘intensively’. Examples that respondents mentioned included raising awareness of elephant conservation among rural people,

could either generate all the information and advice they needed or were delivering more to the group than they were receiving from it.

**Figure 13. How much respondents' organisations use AfESG's information and advice**

*How much use has your organisation made of AfESG's technical information and advice since 2000?*



programmes in Africa. The group sometimes achieves results in this way, but strategic differences often complicate these relationships. Some of the major conservation organisations focus more on pure conservation than the AfESG, and can be impatient with the group's neutrality on issues such as sustainable use and trade. They can also disagree with the group's preference for policy and co-ordination work rather than direct field intervention. These differences are even perceived, in the case of Central Africa, to cause some international NGOs to discourage or oppose AfESG initiatives. (It is notable that the AfESG has not been able to find support for any of its work from the US\$ 30m Congo Basin Forest Partnership.) In such ways, the group's effectiveness is reduced. But, secondly, the AfESG does achieve more direct results through its interaction with some more local NGOs in Africa. It has interacted fruitfully with the Elephant Management and Owners' Association in South Africa, for example, and has been intimately linked from the beginning with Save the Elephants (based in Kenya). It is currently intensifying its collaboration on HEC with the Elephant Pepper Development Trust, which is based in Zimbabwe (section 3.2.1).

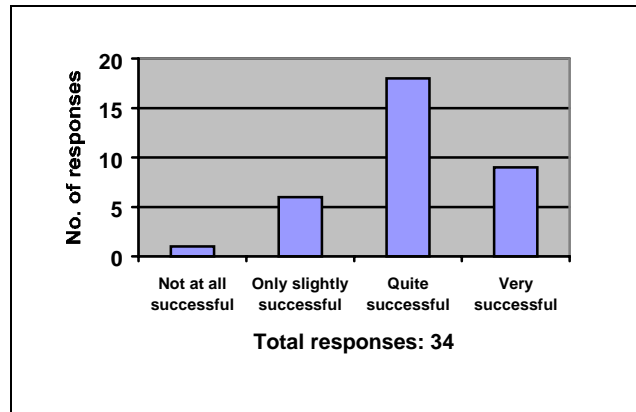
One of the AfESG's major fields of work during the period of EC support has been to promote the formulation of elephant conservation strategies by African **governments and regional bodies**. Table 2 above gave some indication of the number of governments and intergovernmental organisations the group has worked with in this regard. In **West Africa**, the foundations were laid before the review period, with the approval of a regional elephant conservation strategy,

group ensured that national and regional policies were written by West Africans themselves, and not supplied to them by the AfESG.

Respondents to our questionnaire broadly confirmed our positive evaluation of the AfESG's effectiveness in promoting elephant conservation action. Because of the many obstacles and constraints outlined above, not many described its performance as 'very successful' (Figure 14), but almost all believed that significant progress in African elephant conservation can be ascribed to the work of the AfESG since 2000 (Figure 15).

**Figure 14. Success of AfESG in promoting and catalysing elephant conservation action**

*How successful has the AfESG been since 2000 in promoting and catalysing action to conserve Africa's elephants?*



Source: responses to questionnaire.

**Figure 15. Whether significant progress can be ascribed to the work of the AfESG**

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undeniably important for a group like the AfESG, we address it in this review. But what is capacity building in this context? There can be two interpretations.

First, capacity for African elephant conservation can be built through membership of the group, which should seek to strengthen the knowledge and skills of its members. This is the implication of the group's Objective 4, as set out in its TOR and in the EC logical framework:

*“To build capacity through the exchange of ideas, information and technical expertise among the members of the Group”.*

The indicator for this kind of capacity building, as proposed in the logical framework, is simply that the number of experts participating in the group's activities should increase.

Secondly, the AfESG's capacity building role can be seen in a broader perspective: building the knowledge and skills of all those – especially less experienced Africans – who are concerned with African elephant conservation. Although this role is not explicit in the group's TOR or in the EC logical framework, the Chair and Secretariat are committed to fulfilling it.

Support for applied research on African elephant conservation can help achieve either of these two types of capacity building, and is mentioned in the logical framework: the indicator of the output “promoting applied research” is that “small applied research projects relevant to the conservation priorities of the AfESG [are] funded through the small grants fund”.

A key dimension of capacity building for African elephant conservation, inside or beyond the AfESG, is to strengthen the involvement and capacity of indigenous Africans. Our informants were unanimous about the achievements of the current Chair of the group in this regard. She has worked hard to bring more indigenous Africans into the AfESG, and to build their knowledge and skills through their participation in members' activities. Recognising that an important aspect of African under capacity in this field is the anglophone/francophone divide, she ensured that simultaneous translation facilities were available at members' meetings and at as many other group discussions as possible. The divide is still there, and some francophone specialists still feel somewhat marginalised as a result; but it has been narrowed. The more numerous and capable representation of indigenous Africans in the AfESG was described by some observers as one of the most marked changes and important achievements since the current Chair took office, and is an important achievement in capacity building. One informant said that this “has fundamentally changed the dynamics of the AfESG”.

The stimulation and support of applied research through a small grants fund can build capacity both within the group and more broadly. During negotiations, the EC strongly endorsed the AfESG's idea for such a fund: so much so, that in the final budget for the project under review, the amount allocated to this fund was more than three times what the group had originally requested. This has proved a benefit and a cost. More research could be funded; but the process of soliciting and evaluating applications, monitoring the progress of grantees, advising them on research methods and report writing and ensuring adequate documentation of expenses has proved immensely laborious and time-consuming for the Secretariat. It has not been possible to use all the money allocated to the small grants fund, despite the extension of the project's duration. The Secretariat would be very wary of repeating any such process, however much it endorses the principle of building research capacity by providing this kind of financial and technical support. During the EC project period, the criteria for small grants were revised to make it clearer what kinds of work would be supported and, it was hoped, reduce the load of applications that the Secretariat



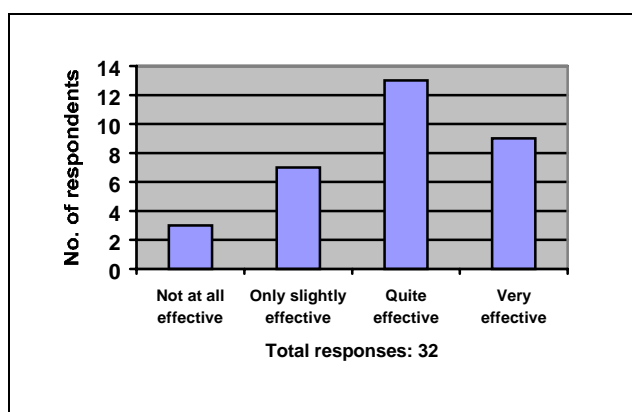
*conservation while allowing the beneficiaries to gain experience in applied research and in collecting and analysing data needed to support conservation and management of the species.*

In practice, grants have been awarded to members and non-members of the AfESG, with about half going to each category (Table 8, Annex 4). Some grantees have been research students at an early stage in their conservation careers, and important capacity building has been achieved through some of these small grants. Three grants have been awarded for non-research purposes, e.g. the translation of HEC documentation into Portuguese. Table 5 in Annex 4 shows the most recent data on grants allocated, by region. It and Table 6 indicate that the largest amount of funding has gone to West Africa, and that while East and Southern Africa have received similar amounts, significantly less has been awarded to Central Africa. The Secretariat informed us that it had proved very difficult to obtain fundable applications from that region.

We conclude that the Small Grants Fund has served a useful capacity-building purpose for the AfESG and for African elephant conservation, but at a very high cost to the Secretariat (not least because of strict EC requirements for accounting documentation). Grants admi

**Figure 16. Effectiveness of AfESG in building capacity in Africa**

*How effectively has the AfESG built capacity in Africa in the field of elephant conservation since 2000?*



Source: responses to questionnaire.

### 3.5. Adaptation to changing context

We explained in section 2.2 that, although our TOR place questions about the AfESG's adaptability to changing circumstances and priorities in the context of effectiveness, we found it more appropriate to address them in terms of the group's relevance. How far an organisation should adapt to changing circumstances and priorities is always a matter for debate, as we pointed out earlier. Some members and observers feel that the AfESG should not bend too far in the new directions of poverty alleviation and sustainable development, but should remain true to its core conservation commitments. The general consensus, however, is that the group has been highly effective in adapting to changing circumstances and context – indeed, that in some ways it is almost ahead of the leading edge, helping to define priorities and paradigms for African elephant conservation and thus, by definition, remaining relevant.

### 3.6. Vision and leadership

This adaptability and proactive identification of priorities in African elephant conservation are one indication of the vision and leadership that the AfESG group has enjoyed during the period under review. Two questions are asked in our TOR about vision and leadership (Annex 1). First, to what extent have strategy and leadership affected the outcome of the EC support project? Secondly, in what ways has the project (i.e. the work programme of the AfESG since 2000) been used to demonstrate strategic vision and leadership? In the TOR, these questions are placed under the heading of 'Impact'. To us, the quality of vision and leadership that gives strategic direction to performance is better assessed as part of effectiveness.

In any event, the strong performance of the AfESG during the period under review owes much to the vision and leadership of the group's Chair. This is not to detract from the commitment and expertise of many group members, or from the professional performance of the Secretariat. But the Chair deserves much credit for her direction of the group through difficult and often controversial times. Instances of the vision and quality she

ensuring that the group retains its edge and commitment by requiring that members seeking reappointment be able to show active engagement with African elephant conservation during the previous 12 months;

leading the AfESG in identifying emerging issues and priorities, as discussed above;

leading the group in a proactive, constructive stance within key policy and support processes that affect African elephant conservation, such as CITES, MIKE and the various national and regional elephant conservation strategies;

committing the group to stronger participation by indigenous African scientists and conservationists, and to building the capacity of less experienced African specialists so that they can play an effective role;

committing the group to maximum interaction between language groups, promoting simultaneous translation and the translation of documents as far as resources will allow.

The experience of the AfESG during the period of EC support thus offers many instances of strategic vision and leadership, and the high quality of the Chair's performance has positively affected the outcome of the EC project. Strong leadership always causes resentment in some quarters, however, and tstrate2]TJ19.9454 0 TD[91b90

adjust leadership arrangements to allow for the new circumstances of the Chair, and to maintain and build the vision that have been so evident during the period under review.

## **4. Efficiency**

### **4.1. Internal management and administration**

Many informants of all kinds – including group members, donors and other IUCN staff – commented on the efficiency and competence of the AfESG Secretariat. The strength of the Nairobi office has been a major contributor to the group's good performance during the period of EC support. There is no doubt that the group currently benefits from an unusually strong Secretariat team. Such efficiency obviously depends on the personalities currently in post, and it would be unrealistic to assume that it can be sustained beyond the tenure of the present incumbents.

Overall, we conclude that, since initial teething troubles with Brussels were overcome, the AfESG has managed the EC project funds responsibly and efficiently. The structures and procedures outlined above are complex, but IUCN management of donor funds is generally very careful, particularly since the improved accounting and managerial arrangements introduced by the current Chief Financial Officer in Gland (one donor spoke to us of the “excellent financial oversight” provided by IUCN headquarters). Our enquiries with the EC in Brussels, with finance staff in Gland and EARO and with the Director of the CDC did not reveal any serious complaints in this regard.

We found AfESG reporting to be thorough. In addition to the required reporting to the EC on the project under review, the Senior Programme Officer has produced internal weekly and/or monthly reports to the Chair that provide her, Secretariat colleagues (and evaluators) with detailed narratives and explanations of programme and administrative issues.

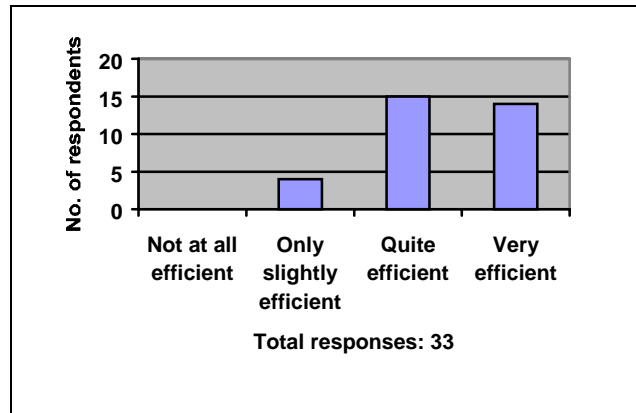
The internal reporting has become more important now that the Chair is no longer based in Nairobi. She retains a close involvement in all the affairs of the group, but has devolved much decision making to the Senior Programme Officer. He is responsible for the intricate communications needed to ensure that the Chair is kept informed of developments and that decisions and concerns are communicated smoothly and promptly in both directions.

At the start of the EC grant period, however, the EC in Brussels was not satisfied with the standard of reporting from the AfESG. Nor was it satisfied with levels of disbursement or apparent delivery of the activities specified in the project agreement. The first problem was largely related to earlier staff problems in Nairobi. The latter related to funding contingencies around the time that the EC grant was made. The AfESG had made interim funding arrangements with other donors. After the EC grant had been agreed, it wanted to use up those interim funds before starting to draw down the funds from Brussels. This may have given Brussels the impression that no work was being done. The group was also reluctant to use much of the EC grant before the no cost extension of the project period – which it could then see would be needed for an appropriate rate of disbursement and execution – had been agreed. Disagreements and misunderstandings over these issues were compounded by the complexities of learning how to comply with the systems and regulations of the EC, and by rapid staff turnover in Brussels during the early part of the grant period. With the support of the IUCN Species Programme office in Gland, these issues were gradually resolved, and the EC expressed satisfaction to us about the current quality of the project’s administration. They did say that reporting is still late; but this may be linked to the requirement that report submission be linked to specified levels of disbursement. If prudent management delays the draw down of funds, this requirement would be bound to delay report submission.

Despite these constraints and complexities, the AfESG’s overall administrative efficiency during the period of the EC grant has been high. Most respondents to our questionnaire also took a positive view, although those saying “quite efficient” slightly outnumbered those who said “very efficient”. Reservations expressed related mostly to the issues outlined above. Some felt that average performance since 2000 was dragged down by the early problems. In general, there was greater satisfaction with the quality of administration among Eastern and Southern African respondents than there was in Central and West Africa.

**Figure 18. Efficiency of AfESG administration**

*Do you consider the AfESG to have been efficiently administered since 2000? (I.e. well planned, implemented, monitored, reported on?)*



Source: responses to questionnaire.

#### **4.2. Delivery of information and advice**

We have assessed the effectiveness of the AfESG in delivering information and advice to its various target users (see sections 3.1 and 3.2 above). The group has performed efficiently in this regard. Information and advice have generally been delivered on time, despite the administrative complexities and constraints discussed in section 4.1. Efficiency in information de







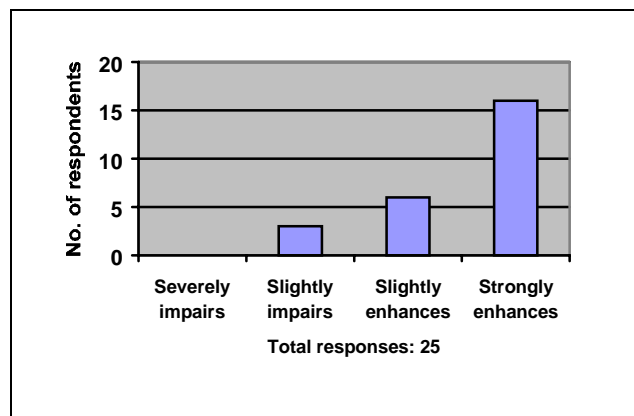
As we have noted, the Chair of the AfESG differs from many other SG Chairs by not currently having an employer that can provide institutional support for her group’s activities. (This was different during the first part of her incumbency, when she was in her second decade of employment with WWF in Nairobi.) Typically, this institutional support provides ways to bank, manage and account for donor funding that may be granted to the SG. Not having these opportunities, the AfESG is the only SSC SG that channels its funding through the IUCN Secretariat. This has certain benefits but, as we have shown, it also imposes costs and complexities.

These are issues that arise from the AfESG’s general relationship with IUCN, in particular the Union’s Secretariat. Administratively, the specific context of the SSC has little influence.

Almost a third of our questionnaire respondents felt that they could not answer a question about whether the AfESG’s position within the SSC and IUCN impairs or enhances its efficiency. Those who did reply were positive about the linkage.

**Figure 20. Impact of AfESG’s position within SSC and IUCN on its efficiency**

*Does the position of the AfESG within the Species Survival Commission and IUCN impair or enhance its efficiency?*



Source: responses to questionnaire.

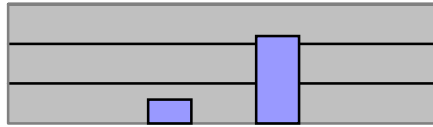
Given the complexities of administering funding and work programmes through IUCN, it could be argued that the AfESG, with its strong technical reputation, would function more efficiently as an independent NGO. The group does not believe that this would be wise. Much of its strong reputation is linked to its neutral, scientific image. This is the image of IUCN as a whole in global debates about conservation and sustainable development: committed, but impartial. The AfESG would lose much of this credibility, and some of its access to global structures and processes, if it were not seen to be part of IUCN. In efficiency terms, independent NGO status would probably mean that the AfESG would have to fend for itself in its allor itown efficiependen8





**Figure 22. Impact of AfESG work on other major initiatives**

*Has the work of the AfESG since 2000 had a positive impact on other major initiatives for African elephants (e.g. MIKE, ETIS)?*









These recommendations have two implications. First, neither the Species Programme nor Conservation Finance and Donor Relations could execute them with available staff. Secondly, more effective integration of SGs' work into the IUCN focuses attention once again on the future of voluntarism as the basis for that work (Whyte and Ofir, 2004: 36-40). Neither of these challenges is new. Until they can be effectively addressed, the future of the AfESG and other SSC SGs will remain insecure.

### **6.3.2. Integrated funding for the core components of African elephant conservation**

Given the assumptions that we outlined above, the second way in which sustainability can be better assured for the AfESG is by a more integrated approach to funding for the distinct but linked elements of the neutral, central ground in African elephant conservation: AfESG, MIKE and ETIS. Realistically, we do not expect a complete, early or perfectly rationalised integration of all three agencies' budgets and funding. But that is the direction in which they should move, starting with MIKE and the AfESG as they both confront imminent funding problems.

If at least some such integration can be achieved, there would be a clearer and, to donors, more attractive rationale for larger-scale, longer-term funding allocations to the work of these three core agencies. Projects that support such work can never aim for sustainability in the way that infrastructure or livelihoods projects can. But a single project or programme that explicitly links the respective contributions of two or three of the core agencies could argue more convincingly how different elements of the elephant conservation effort complement each other. It could show how, together, they can achieve real progress towards sustainability for African elephants.

If we step back, as evaluators and their readers should, from the immediate complexities of how AfESG, MIKE and ETIS are funded (or not funded) today, a more integrated approach to their programming and funding makes evident sense. We believe that funding agencies that are committed to the survival and wellbeing of the African elephant would welcome it. As we have suggested, the immediate priority is for MIKE and the AfESG to find feasible and mutually acceptable ways of achieving integrated funding from the EC or other donors. If MIKE is funded and the AfESG is not, the effectiveness of the funding to MIKE will be seriously reduced. If the AfESG's current application to the EC is successful, less support for the AfESG would be needed in joint funding with MIKE. But it would still be desirable to launch the principle of integrating programmes and funding more closely.

MIKE and ETIS, of course, are programmes of CITES, not of IUCN. The logic of our first set of recommendations – about integrating AfESG's programme and funding with the Programme and funding strategy of IUCN as a whole – should be able to accommodate joint funding of the AfESG with MIKE and/or ETIS. The global complementarity between the Union and the Convention is such that they should be ready to endorse and facilitate any joint approaches to donors by AfESG and its partners.

## **7. Conclusions and recommendations**

### **7.1. Relevance and design**

This EC project of support to the AfESG was appropriately designed. Although it may not be usual, it is desirable for the EC and other donor agencies to fund the core costs of the AfESG and similar bodies, as was done in this case. The objectives of the project, which were and are the objectives of the AfESG, remain highly relevant to the target users, who were correctly identified. We recommend that the EC and other



The AfESG was correct in emphasising co-ordination and policy functions in its work, rather than direct intervention, as a group, at field level. We recommend that the group retain this emphasis, but we endorse its growing commitment to vertical integration between the field and policy levels in African elephant conservation.

The AfESG was also correct in committing itself to action on socio-economic aspects of elephant conservation – notably human-elephant conflict – and their implications for poverty alleviation and sustainable livelihoods. Poverty reduction and sustainable use are valuable for elephants as well as for people. We recommend that the group maintain its involvement and build its understanding in these fields.

## **7.2. Effectiveness**

The AfESG has been effective in compiling, synthesising and improving information on the conservation and status of African elephants. We recommend to the group and to donors that maintaining and funding this work is a high priority. It is particularly important to sustain and build the quality and coverage of the AED.

The AfESG has also been effective in providing technical advice

The effectiveness of the AfESG has been greatly enhanced by the strong vision and leadership displayed by its Chair during the review period, and by the competence and commitment of its Secretariat. Such qualities are key to the effectiveness of any organisation. But, being largely dependent on individual personalities, their sustainability is hard to ensure. The immediate issue for the AfESG is to cope with the reduced availability of the Chair from November 2004. We recommend that the group expedite plans to maintain sound leadership and performance with less input from her.

### **7.3. Efficiency**

The AfESG has efficiently planned, monitored and reported on its work during the period of the EC grant. Indeed, the standards of its Secretariat operations are unusually high. Efficiency has been impaired, and some work loads have been increased, by inadequate communication and differing work methods and styles between the Nairobi, Yaounde and Ouagadougou offices. The gaps are difficult to bridge when the scale and budget of the AfESG Secretariat are so small, but we recommend that the group redouble its efforts to ensure that standards, expectations, commitment and awareness are at the same level throughout the Secretariat.

As we have noted, the efficiency of the group's work is now significantly impaired by the inaction of the Central African office. Getting this office staffed and started again is an urgent priority.

By definition and in practice, the AfESG operates cost-effectively. It could hardly do otherwise, when its members are not paid for their inputs. It is important for funding agencies to understand the implications of this voluntarism for the replicability and sustainability of such work. IUCN, while not yet responding clearly to the prospects of voluntarism in its operations in the 21<sup>st</sup> century, should at least act more explicitly to include this highly cost-effective type of work in its Programme.

In ordinary operational senses too, we conclude that the AfESG has been cost-effective. It has managed its limited resources prudently and economically. The activity whose value for money might most obviously be questioned is the members' meetings. In fact, the two meetings held during the period under review have achieved enormous benefits for the group despite their high cost. Because of the positive dynamics achieved at these meetings, some very efficient work was done there – most notably the Red Listing and scenario exercises undertaken at Mokuti in 2003. Such meetings contribute more than might be supposed to the efficiency of a group that is scattered across and beyond a continent almost all the time. We endorse the group's decision to hold future meetings at venues that are cheaper to reach, and recommend that the funding of another meeting in 2005 or 2006 be given high priority.

The AfESG has effectively mobilised additional resources during the EC grant period. But it is not efficient to have to devote so much planning and administrative time to a constant search for funds. The group would operate more cost-effectively if its funding were consolidated into fewer grants over longer periods. This would be more cost-effective for donors, too.

After reviewing the complexities of the AfESG's status and linkages within the SSC and IUCN, we conclude that they have a positive influence on the credibility and effectiveness of the group, and should therefore be maintained and improved. They impair its efficiency in some ways, however. As the AfESG is on the receiving rather than the designing end of most of the relevant IUCN structures and procedures, it has limited

However, this positive impact will only happen if the group's resources are sustained. Although most of its work can be maintained for nine months after termination of the EC grant, it is not clear whether it will be adequately funded after that. What is clear is that IUCN, which has not contributed directly to the costs of the work during the grant period, has no arrangements to do so in the future either. The Union as a whole is seriously under resourced, and has never provided remotely adequate funding from its central budget for the SSC, let alone for the SSC's constituent Specialist Groups.

Although not amenable to conventional sustainability analysis, continued funding of the AfESG's core costs and work programmes is strongly justified. As we have explained in section 6.3, we conclude that the sustainability of the group should be built around two qualitative assumptions, and achieved through two operational priorities.

The first assumption is that, despite the complexity and costs, the AfESG's status as part of an IUCN Commission is an important attribute. The second is that the group, alongside MIKE and ETIS, has a special status and role in African elephant conservation, as a professionally credible provider of impartial information and advice.

Our first priority recommendation for sustaining the work of the AfESG is that IUCN integrate that work more explicitly into its Programme, and accept the logical implication that it has as much responsibility for funding it as it does for funding other parts of the Programme.

Secondly, we recommend that the three core scientific bodies in African elephant conservation, and the

## **Annex 1. Terms of Reference**

**EC Project: B7-6200/99-05/DEV/ENV**

**Support to activities of the IUCN/SSC African Elephant Specialist Group**

**Project Evaluation**

**Terms of Reference**

### **A. INTRODUCTION**

#### *1. Main features of the Project*

These terms of reference are designed to help carry out the final evaluation of Project B7-6200/99-05/DEV/ENV *Support to activities of the IUCN/SSC African Elephant Specialist Group*.

The African Elephant Specialist Group (AfESG) is one of the over 120 taxonomic and thematic groups of volunteer experts comprising the IUCN Species Survival Commission (SSC). The AfESG provides impartial technical advice to conservation agencies, governments, international and African-based non-governmental organisations (NGOs) and other relevant parties inside and outside Africa on matters associated with the conservation and management of the African elephant.

#### *2. Cost and duration of the evaluation*

The Project evaluation is scheduled to take place in the middle of 2004 and must be finalized before the end of September 2004. The cost of the evaluation must be covered entirely from the budget of the Project and must not exceed EUR 15,000. This is inclusive of all necessary travel, communications and report production costs. The evaluation should take no longer than six weeks from inception.

### **B. OBJECTIVES OF THE EVALUATION**

*1. Main purpose:* Performance against objectives of the Project and lesson learning for application to future projects and initiatives.

*2. Target audience:* The AfESG Secretariat, the Species Survival Commission, IUCN and the donor community.

#### *3. Planned outputs:*

A detailed report outlining the performance of the Project including an analysis of the main strengths, weaknesses, lessons learned and best practices, as well as recommendations for the future.

### **C. BACKGROUND**

#### *1. Objectives of the Project*

##### *1.1 Overall objective:*

To promote the long-term conservation of Africa's elephants throughout their range.

*1.2 Specific objectives:*

**1. To compile and synthesise information on the conservation and status of the African elephant across its range.**

2. To provide and improve technical information and advice on the conservation of Africa's elephants to the following:

- a). range state government agencies
- b). non-governmental organisa

2.1 *Notable achievements during the implementation of this Project include:*

Production of the African Elephant Status Report 2002

Organization of two highly successful meetings of the members of the African Elephant Specialist Group in January 2002 and December 2003

Production of a number of technical reports, products and tools designed to help mitigate human-elephant conflict

Development of action plans for the conservation and management of cross-border elephant populations in West Africa

Facilitating the development of a Central African Elephant Conservation Strategy

Ongoing assistance with the development of national elephant conservation strategies for a number of African elephant range states.

Production of '*Guidelines for the in situ Translocation of the African Elephant for Conservation Purposes*'.

Production and dissemination of eight issues of *Pachyderm*, the scientific journal of the IUCN/SSC African Elephant, African Rhino and Asian Rhino Specialist Groups

Provision of technical advice to the 11<sup>th</sup> and 12<sup>th</sup> meetings of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) Conferences of the Parties and to the

pointed out immediately after it was discovered, the EC nevertheless decided the amount should be left as contracted and the AfESG was unable to transfer these funds to alternative budget lines.

Constraints imposed by the need of the AfESG (which is not a legal entity in its own right) to run their funds through IUCN Headquarters in Switzerland.

Constraints imposed by the frequent transitioning of EC Desk Officers in Brussels during the first two years of this Project.

#### **D. ISSUES TO BE STUDIED**

The following issues should be evaluated:

##### **1. Performance relative to objectives of the Project (Effectiveness)**

To what extent has the Project been successful at compiling and synthesising information on the

Has the AfESG effectively mobilized additional resources?

Was information produced by this Project delivered on time and on budget to targeted users?

Was the Project properly planned, implemented, monitored and reported on?

How has the management of the Project been affected by the IUCN and SSC context?

Have the Project's resources been used in a cost-effective way to achieve its objectives? Could there have been more cost-effective ways of achieving the same results?

#### **4. Impact**

What are the long-term consequences of the Project's achievements, for African elephants, for the AfESG and for donors?

To what extent has strategy and leadership affected the outcome of the Project?

In what ways has the Project been used to demonstrate strategic vision and leadership?

What role has the Project played in supporting the AfESG's role in the development and implementation of other major initiatives for African elephants (i.e. MIKE and ETIS)?

Is there a need for the continuation of the Project? Based on what evidence?

#### **5. Sustainability**

How will activities of the AfESG be sustained in the future?

Are donors and or other funders interested in supporting the work of the AfESG?

Has IUCN itself contributed to the operational costs of this work and will it do so in the future?

Has the Species Survival Commission generated funds outside of IUCN to help implement this Project?

#### **6. Lessons learned and recommendations for the future**

What lessons can be learned from the implementation of the Project over the past four years for:

- the planning and design of future projects to support the conservation of African elephants
- donor support to African elephant conservation
- the management and leadership of the AfESG
- other

To what extent has this Project assisted other AfESG or SSC projects and programmes to perform better?

Based on the lessons learned from this Project, what are the recommendations to the AfESG for the future?



## **E. METHODOLOGICAL ASPECTS**

### ***1. Main reference documents***

The main reference documents for the evaluation will include the Project log frame and its indicators, internal and external AfESG reports as well as technical products produced by the AfESG.

### ***2. Evaluation criteria***

The evaluation criteria to be used are as follows:

*Effectiveness:* whether the planned objectives of the Project were in fact achieved;

*Relevance:* whether the design of the Project was originally, and still is, sound as regards targeting the real needs and problems of the right beneficiaries;

*Impact:* the wider outcomes for a larger group of persons or for society as a whole;

*Efficiency:* whether the same results could have been achieved at lower costs; or whether there might have been different, more appropriate ways of achieving the same results;

*Sustainability:* whether the flow of benefits to the beneficiaries is likely to continue or not, and why.

The evaluation criteria of **efficiency**, **effectiveness** and **sustainability** are particularly relevant for this evaluation.

### ***3. Evaluation techniques and research methods***

The evaluator(s) should primarily use the reference documents listed in E 1. to evaluate the Project. All three AfESG offices in Nairobi, Yaoundé and Ouagadougou should be visited during the evaluation, if possible, but at the very least all staff should be interviewed. In addition, interviews with, the IUCN Species Programme and Finance department focal points in IUCN Headquarters in Gland, IUCN's Regional Representatives (in Eastern, Central and West Africa), AfESG members, the CITES MIKE Central Coordination Unit in Nairobi, relevant EC officials in Brussels, other donors to the AfESG, and any other relevant partners (as specified under C 1.2) are recommended.

## **F. REPORTING AND FEEDBACK**

The final report must be delivered, in duplicate and in English, to the AfESG Secretariat in Nairobi both in hard copy and electronic format (in Microsoft Word) no later than six weeks from the start of the evaluation.

The structure of the evaluation report should conform broadly to the following format:

1. A tightly-drafted, to-the-point and free-standing Executive Summary of no more than five pages. It should focus mainly on the key purpose or issues of the evaluation, outline the main achievements and shortcomings, and clearly state the main conclusions, lessons learned and specific recommendations. Cross-references should be made to the corresponding page or paragraph numbers in the main text that follows. In addition, a short separate summary of one page is required, to facilitate inclusion of the report in the Commission's evaluation databases (required format will be provided to the evaluation team).
2. Main text starting with an introduction describing, first, the project to be evaluated and, second, the evaluation objectives. The body or core of the report should follow the five evaluation criteria discussed in E.2 above and describing the facts and interpreting or analysing them in accordance with the key questions pertinent to each criterion. The main text should not exceed 50 pages.

3. Conclusion and recommendations: Wherever possible, for each key conclusion there should be one or more corresponding recommendations.
4. Annexes: the report should generally include the following annexes:

The Terms of Reference of the evaluation

The names of the evaluators and their companies (CVs should be shown, but summarized and limited to one page per person)

Methodology applied for the study (phases, methods of data collection, sampling etc)

Logical Framework matrices (original and new improved/updated version)

List of persons/organizations consulted

Literature and documentation consulted

Other technical annexes (e.g. statistical analyses)

## **G. EXPERTISE REQUIRED**

The evaluation would ideally be carried out by two evaluators but can be conducted by one sufficiently qualified expert. The evaluator(s) should have direct experience:

With the IUCN Species Survival Commission and its Specialist Groups and the nature of voluntary networks

In sub-Saharan Africa

With issues surrounding the conservation of high profile species of special concern

With the development of technical/scientific guidelines on best practices

In programme evaluations

A working knowledge of French (by at least one member of the team) would be highly advantageous.

## **H. WORK PLAN AND TIME SCHEDULE**

The evaluation exercise, including the final Project evaluation report, must be completed within six weeks of signing the contract.







## **Support to activities of the IUCN/SSC African Elephant Specialist Group**

### **Project Evaluation, 2004**

#### **Questionnaire**

The African Elephant Specialist Group (AfESG) of the IUCN Species Survival Commission has received funding from the European Commission since March, 2000. This project, which has provided core support to the AfESG, will end in November, 2004. An evaluation of the project has now been commissioned. It is being undertaken by Jean Pierre d'Huart ([dhuartjp@yahoo.com](mailto:dhuartjp@yahoo.com); +32 10 866 446) and Stephen Turner ([sdturner@iafrica.com](mailto:sdturner@iafrica.com); +31 20 444 9078).

As part of this evaluation, we have compiled the following questions. We would be most grateful if you could complete the questionnaire and return it to Stephen Turner by e-mail. If you would prefer to discuss the issues raised in the questionnaire by telephone, please let us know when you would like us to call you. We may take the liberty of following up on some completed questionnaires with a telephone call, if you have the time, so that we can have a fuller discussion with you about the



5. How effective has the AfESG been since 2000 in providing technical information and advice on the conservation of Africa's elephants to non-governmental organisations?

Don't know  Not at all effective



9. Would you describe the AfESG's technical information and advice as state of the art?

Don't know	<input checked="" type="checkbox"/>	No	Yes

Comments:

10. Are the AfESG's technical information and advice presented in a way that is easy to understand?

Don't know

13. Can significant progress in African elephant conservation be ascribed to the work of the AfESG since 2000?

Don't know		No	Yes

Comments:

14. How well has the AfESG adapted since 2000 to changing circumstances and context in the field of African elephant conservation and management?

Don't know		Not at all well	Only slight adaptation	Quite well	Very well

Comments:

15. How well has the AfESG responded since 2000 to the shifting focus, in the broader conservation world, from species-specific conservation to sustainable development and conservation to sus

**Efficiency**

17. Do you consider the AfESG to have been efficiently administered since 2000?

Don't know		Not at all efficient	Only slightly efficient	Quite efficient	Very efficient

Comments:

18. Do you think that the operations of the AfESG since 2000 have been cost-effective?

Don't know		Not at all cost-effective	Only slightly cost-effective	Quite cost-effective	Very cost-effective

Comments:

19. Does the position of the AfESG within the Species Survival Commission and IUCN impair or enhance its efficiency?

Don't know		Severely impairs	Slightly impairs	Slightly enhances	Strongly enhances

Comments:

20. Has the AfESG displayed strategic vision and leadership since 2000?

Don't know

**Impact and sustainability**

25. Do you have any recommendations for the future structure, programme and funding of the AfESG?

Thank you for your input to this evaluation!

## Annex 4. Analysis of allocations from the AfESG Small Grants Fund

Data in this annex were kindly provided by the AfESG Secretariat. Table 5 provides the most recently available listing of grants that have been made from the Small Grants Fund, and shows a total of 20 allocations. Table 6 - Table 8 are based on slightly older data but are included here because they show useful breakdowns by sub region, topic and type of grantee respectively. The 'high priority areas' shown in Table 7 are as defined in the criteria for the Small Grants Fund. In that table, HEC and overpopulation issues are shown together. When two priority areas were included in one grant, half of the grant is allocated to each area in the table.

**Table 5. Breakdown of grants from the Small Grants Fund by sub region**

	<b>Contract Ref.</b>	<b>Details of Grant Recipient</b>	<b>Full contracted amount</b>	<b>Description</b>
<b>West Africa</b>				
Burkina Faso	SG0202	Mr. Blaise Sawadogo – BF Department of Wildlife & AfESG member	€ 4,688.42	Elephant movement and HEC study on BF/Ghana border
Côte d'Ivoire	SG0503	Dr. Leonie Bonnehin – Conservation International, Côte d'Ivoire	€ 10,000	Workshop on action plan for CDI/Ghana transfrontier elephant conservation
Ghana	SG0203	Ghanaian MSc student	€ 7,459	Elephant survey and crop-raiding study in the Red Volta valley
	SG0902	Ghanaian wildlife students	€ 7,800	Training of Ghanaian Wildlife College students in elephant survey techniques
	G0703	Mr. Moses Kofi Sam. Senior Ghana Wildlife Division officer, PhD researcher and long-time AfESG member	€ 8,340	Survey of elephants in the Bia conservation area
Togo	SG0702	Mr. Okoumassou Kotchikpa. Togo Govt. Department of Wildlife. AfESG member	€ 5,772	Assessing impact on elephants of human encroachment into protected areas in Togo
<b>Central Africa</b>				
DRC	SG0602	Mr. Leonard Mubalama. MIKE officer for Eastern DRC. AfESG member	€ 4,132	Law enforcement monitoring/elephant poaching study in the Parc National des Virunga
Republic of the Congo	SG0303	Congolese elephant researchers trained by staff from the Wildlife Conservation Society	€ 9,191	Building capacity of Congolese researchers to survey and monitor elephants in the Lac Tele Community Reserve
<b>Eastern Africa</b>				
Ethiopia	SG0402	Mr. Yirmed Demeke. Elephant researcher. AfESG member	€ 7,126	Study of illegal killing and

	<b>Contract Ref.</b>	<b>Details of Grant Recipient</b>	<b>Full contracted amount</b>	<b>Description</b>
Kenya	SG0502	Moses Litoroh. Scientist, Kenya Wildlife Service. AfESG member	€ 6,250	Elephant census and assessment of HEC in Arabuko Sokoke and Shimba Hills National Reserves
	SG0102	Peter Njiiri Mwangi. Kenyan MSc. student	€ 6,626	Study of geophagy in elephants in the Aberdare National Park
	SG1002	Kenya Wildlife Service	€ 720	Support to an aerial survey of elephants in the South Turkana/Nasolot area
	SG0204	Kenya Wildlife Service	€ 5,556	Development of a proposal for a national elephant conservation strategy for Kenya
<b>Southern Africa</b>				
Malawi	SG0302	Dr. Roy Bhima. Malawi govt. department of Wildlife. AfESG member	€ 3,600	Survey of elephants in Kasungu National Park
Mozambique	SG0603	Mr. Cornelio Ntumi. Elephant researcher. AfESG member	€ 4,120	Translation of the AfESG's human-elephant conflict tools and products into Portuguese
	SG0404	Tim Lynam (WWF SARPO) and Roberto Zolho, Mozambique govt. department of wildlife	€ 9, 825	Monitoring of elephant habitat in Gorongosa National Park
Zimbabwe	SG0304	Karidozo Malvern. Zimbabwean MSc. Student under supervision of Dr. Loki Osborn, AfESG member	€ 5020	Assessing the potential for using bees to deter elephant crop-raiding and to improve local livelihoods

Source: AfESG Secretariat data.

**Table 6. Small Grants Fund allocations by sub region (older data)**

	<b>N</b>	<b>€</b>	<b>%</b>
<b>Western</b>	6	44.059	41
<b>Central</b>	2	13.323	13
<b>Eastern</b>	5	26.278	25
<b>Southern</b>	4	22.565	21
<b>Total</b>	17	106.225	100

Source: AfESG Secretariat data.

**Table 7. Small Grants Fund allocations by high priority area (older data)**

	N	€	%
<b>Law enforcement</b>	0.5	2.066	2
<b>Illegal trade</b>	0	0	0
<b>Habitat loss</b>	2.0	15.597	15
<b>Overpopulation H/E conflicts</b>	3.0	15.994	15



## Annex 5. Logical framework

This annex shows the original logical framework for the project under review, followed by the revised version that came into force under the second amendment to the contract, in April 2003.

### Original version

	INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<b>OVERALL OBJECTIVE</b>				
	<i>“to promote the long-term conservation of Africa's elephants throughout their range</i>	population numbers of African elephants remain stable or increase	population censuses	
<b>OBJECTIVES</b>				

Support to activities of the IUCN/SSC African Elephant Specialist Group: project evaluation

	INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
			Proposal reviews by AfESG for other donors	
4	To build capacity through the exchange of ideas, information and technical expertise among the members of the Group.	Increasing numbers of experts participating in the AfESG conservation activities	AfESG membership information	The AfESG will continue to actively recruit experts in the field of African elephant conservation
<b>Results and/or Outputs</b>				
1	Serving the AfESG membership	Effectively functioning offices in Nairobi, Kenya and in Yaoundé, Cameroon General meeting of the AfESG membership in late 1999 or early 2000 Exchange trips between members to field sites Securing of small grants fund	Monthly office reports to the AfESG Chair AfESG Meeting report Papers by members reviewed and published in Pachyderm	Staffing at the offices will be maintained
2	Promoting applied research	Small-applied research projects relevant to the conservation priorities of the AfESG .	Project reports	
3	Networking and facilitation through ever-closer co-ordination and more frequent interaction between AfESG members, governments, and NGOs on research and policies related to African elephant conservation is achieved.	Technical assistance and advice to governments and other organisations regarding the effectiveness of current policies and management practices on the conservation of the African elephant Advice and recommendations to the CITES Secretariat, Standing Committee and others on the development and implementation of the system for monitoring the illegal killing of elephants (MIKE) Continued technical input to the African Elephant Range State Dialogue process	Reports to CITES Reports and presentations to African elephant Range States Written requests and correspondence from partners for input from AfESG	Assistance and advice provided by AfESG will influence governments and other organisations in developing their African elephant conservation policies
4	Information and lessons learned are	Two issues of the joint AfESG,	Availability of the publications	AfESG members and others

Support to activities of the IUCN/SSC African Elephant Specialist Group: project evaluation

	INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
	shared with AfESG members and other interested parties	Asian Rhino Specialist Group (AsRSG) and African Rhino Specialist Group (AfRSG) journal, <i>Pachyderm</i> . Publication of the AfESG elephant bibliography Maintenance of the AfESG and AED WebSite	and internet site	interested in African elephant conservation will make use of the available materials

5 Providing technical assistance and advice to individuals and institutions, in Africa, on the preparation of project proposals for submission to AfESG and interested parties

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**INTERVENTION LOGIC**

**INDICATORS**

**MEANS OF VERIFICATION**

**RISKS AND ASSUMPTIONS**

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**INTERVENTION LOGIC**

**INDICATORS**

**MEANS OF VERIFICATION**

**RISKS AND ASSUMPTIONS**

## Revised version

	INTERVENTION LOGIC	INDICATORS	MEANS OF VERIFICATION	RISKS AND ASSUMPTIONS
<b>OVERALL OBJECTIVE</b>				
	<i>“to promote the long-term conservation of Africa's elephants throughout their range</i>	population numbers of African elephants remain stable or increase	population censuses	
<b>OBJECTIVES</b>				
1.	To compile and synthesise information on the conservation and status of the African elephant across its range.	Reports on status from the AED	AED	Range States and other data collectors will continue to provide information for updates to the AED
2	To provide and improve technical information and advice on the conservation of Africa's elephants to the following: a) range state government agencies b) non-governmental organisations (NGOs), including both international and African-based organisations c) inter-governmental organisations d) non-range state governments	Reports and advice sought from the AfESG on the conservation of Africa's elephants  Technical input from the AfESG requested for development or revision of national management plans for elephants	reports prepared for the governments, intergovernmental organisations and NGOs as requested	governments, intergovernmental organisations and NGOs will request and make use of information provided by the AfESG,
3	To promote and catalyse conservation activities on behalf of Africa's elephants to be carried out by the above.	Contributions by the AfESG membership and Secretariat to African Elephant conservation efforts by stakeholders listed in 2	Reports Technical assistance missions conducted Proposal reviews by AfESG for other donors	AfESG input will influence stakeholders listed in 2
4	To build capacity through the exchange of ideas, information and technical expertise among the members of the Group.	Increasing numbers of experts participating in the AfESG conservation activities	AfESG membership information	The AfESG will continue to actively recruit experts in the field of African elephant conservation

Support to activities of the IUCN/SSC African Elephant Specialist Group: project evaluation

Results and/or Outputs				
1	Serving the AfESG membership	<p>Effectively functioning offices in Nairobi, Kenya, Ouagadougou, Burkina Faso and in Yaoundé, Cameroon</p> <p>General meetings of the AfESG membership</p> <p>Exchange trips between members to field sites</p> <p>Managing a small grants fund to finance proposals or supplement ongoing projects</p>	<p>Monthly office reports to the AfESG Chair</p> <p>AfESG Meeting report</p> <p>Papers by members reviewed and published in Pachyderm</p>	

Support to activities of the IUCN/SSC African Elephant Specialist Group: project evaluation

		<p>Publication of the AfESG elephant bibliography</p> <p>Maintenance of the AfESG and AED WebSite</p>		
5	<p>Providing technical assistance and advice to individuals and institutions, in Africa, on the preparation of project proposals for submission to appropriate donors as well as continued assistance in the technical review of other, independent proposals as requested by donor agencies.</p>	<p>Increased numbers of and improved quality of proposals submitted</p>	<p>Proposals</p> <p>Proposal reviews</p> <p>Correspondence on proposals</p>	<p>There is interest in institutions and among individuals in Africa to</p>



Support to activities of the IUCN/SSC African Elephant Specialist Group: project evaluation

<i>Activities and/or Inputs</i>				
AfESG Secretariat				
	Full employment of 3 Programme Officers, and Administrative Officer and Secretary			
	Small grants fund to finance membership proposals or supplement ongoing projects	Research projects funded	Reports	Suitable applications for support from the fund will be received
	AfESG advice and collaboration with MIKE program	Advice given to the MIKE program as and when requested		
	Project to train human-elephant conflict managers in selected sites across Africa and updating of Human Elephant Conflict Working Group tools and products	Updated products Technical capacity built in human-elephant conflict management	Project reports	
	Meeting of the Data Review Working Group	Advise given to AED Manager New strategies for AED development Quality of African Elephant Status Reports improved	Meeting reports	volunteer members can contribute unpaid time to this participation
	Meeting of the Human-Elephant Conflict Working Group	New research areas identified Updating of HECWG conflict mitigation tools and products	Meeting reports	volunteer members can contribute unpaid time to this participation
	General Meeting of the AfESG	AfESG members share ideas and give input to elephant conservation and management	Meeting reports	

Support to activities of the IUCN/SSC African Elephant Specialist Group: project evaluation

	Publication of 2 issues of Pachyderm	Ideas and lessons learned are shared	Publications	Adequate numbers of suitable manuscripts will be received as input to Pachyderm
	Maintenance of the AfESG/AED website	Ideas and lessons learned are shared	AfESG website <a href="http://iucn.org/afesg">http://iucn.org/afesg</a>	
	Office operating costs for the AfESG Secretariat			
African Elephant Database (AED)				
	Full time employment of the AED manager			
	Office operating costs at AfESG Secretariat Nairobi			
	Data collection and data management for the AED including travel for AED manager	Timely production and continued development of the AED	African Elephant Status Reports	
<b>Preconditions</b>				
				The AfESG membership will continue to support the work of the Secretariat and provide input as needed on a voluntary bases



Name	Affiliation	Interviewed	Returned questionnaire
D. Gibson	Wildlife Conservation and Management Programme Maun, Botswana Member, AfESG		J
L. Glowka	Convention on Migratory Species Bonn, Germany	J	
E. Hakizumwami	WWF Yaounde, Cameroon	J	
J. Hart	Wildlife Conservation Society Kinshasa, Democratic Republic of Congo Member, AfESG		

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<b>Name</b>	<b>Affiliation</b>	<b>Interviewed</b>	<b>Returned questionnaire</b>
F. Mkanda	IUCN Regional Office for Southern Africa Harare, Zimbabwe		J
T.B. Morule	Department of Wildlife and National Parks Gaborone, Botswana Member, AfESG	J	
L. Mubalama	CITES MIKE Programme Bukavu, Democratic Republic of Congo Member, AfESG	J	J
L. Niskanen	AfESG Secretariat Nairobi, Kenya	J	J
T. Nguli	IUCN Regional Office for Eastern Africa Nairobi, Kenya	J	
G. Nomba	GTZ/PACT Bamako, Mali Member, AfESG	J	J
C. Ntumi	University of Eduardo Mondlane Maputo, Mozambique Member, AfESG		J
C. Nyaga	AfESG Secretariat Nairobi, Kenya	J	J
P. Omondi	Kenya Wildlife Service Nairobi, Kenya Member, AfESG	J	
F.V. Osborn	Mid Zambezi Elephant Project Harare, Zimbabwe Member, AfESG	J	J
R.G. Ruggiero	USFWS Arlington, Virginia, U.S.A.		J
M.K. Sam	Wildlife Division Accra, Ghana Member, AfESG		J
L. Sebogo	AfESG Secretariat Ouagadougou, Burkina Faso	J	J
N. Sitati	WWF Nairobi, Kenya Member, AfESG	J	J
C. Soulié	IUCN Species Programme Gland, Switzerland	J	
M. Tchamba	WWF Yaounde, Cameroon Member, AfESG	J	J

<b>Name</b>	<b>Affiliation</b>	<b>Interviewed</b>	<b>Returned questionnaire</b>
A.C. Tehou	Parc National de la Pendjari Cotonou, Benin Member, AfESG	J	J
I. Thiaw	IUCN Regional Office for West Africa Ouagadougou, Burkina Faso		J
C. Thouless	Namibia Tourism Development Programme Windhoek, Namibia Member, AfESG		J
E. Tukahirwa	IUCN Regional Office for Eastern Africa Nairobi, Kenya	J	
J-C.Vié	IUCN Species Programme Gland, Switzerland	J	J
L. White	Station d'Etudes des Gorilles et Chimpanzees Libreville, Gabon Member, AfESG		J
Y. Yohannes	Ministry of Agriculture Asmara, Eritrea Member, AfESG		J



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