Integrated Tiger Habitat Conservation Programme (ITHCP) Phase I

Final Evaluation

Volume I:
Main Report

Final

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Kris B. Prasada Rao
Arjun M. Gopalaswamy
Ivan Naletilic

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Acronyms

BMZ	Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (Federal Ministry for Economic Cooperation and Development of Germany)
CA/TS	Conservation Assured Tiger Standards
CBO	Community-Based Organisation
COVID-19	Coronavirus Disease 2019
DAC	Development Assistance Committee, OECD
ESMP	Environmental and Social Monitoring Plan
ESMS	Environmental and Social Management System
EUR	Euro
GEF	Global Environment Facility
GTRP	Global Tiger Recovery Programme
HQ	Headquarters
HTC	Human-Tiger Conflict
HWC	Human-Wildlife Conflict
ITHCP	Integrated Tiger Habitat Conservation Programme
IUCN	International Union for Conservation of Nature
KfW	Kreditanstalt Für Wiederaufbau (Development Bank of Germany)
LPG	Liquefied Petroleum Gas
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-Operation and Development
PA	Protected Area
PAC	Programme Advisory Committee
PC	Programme Council
Pct.	Per cent
PME	Planning, Monitoring and Evaluation Unit, IUCN
PPG	Project Preparation Grant
SMART	Spatial Monitoring and Reporting Tool
SMART	Specific, Measurable, Achievable, Relevant, Time-Bound
ToC	Theory of Change
ToR	Terms of Reference

Grantees:

DoFPS	Department of Forests and Park Services, Bhutan
FFI	Fauna and Flora International
NCF	Nature Conservation Foundation, India
WCS	Wildlife Conservation Society
WTI	Wildlife Trust of India
WWF	World Wide Fund for Nature

YAPEKA	Community Empowerment and Nature Conservation Association, Indonesia
ZSL	Zoological Society of London

Partners:

BTFF	Balipara Tract and Frontier Foundation, India
BNHS	Bombay Natural History Society, India
BZMC	Buffer Zone Management Committee, Nepal
BZUC	Buffer Zone User Committee, Nepal
CIB	Central Investigation Bureau, Nepal
CWS	Centre for Wildlife Studies, India
DNPWC	Department of National Parks and Wildlife Conservation, Nepal
DoF	Department of Forest, Nepal
FKL	Leuser Conservation Forum, Indonesia
HN	Himalayan Nature
INDECON	Indonesia Ecotourism Network
KESAN	Karen Environmental and Social Action Network), Myanmar
LKYO	Lenya Karen Youth Organisation, Myanmar
LRRM	Lokamata Rani Rashmoni Mission, India
MOECAF	Ministry of Environmental Conservation and Forestry, Myanmar
MoEF	Ministry of Environment and Forestry, Indonesia
NWBCT	Nagaland Wildlife and Biodiversity Conservation Trust, India
BBKSDA	Nature Conservation Agency, Indonesia
NTCA	National Tiger Conservation Authority, India
NTNC	National Trust for Nature Conservation, Nepal
NWCD	Nature and Wildlife Conservation Division, Myanmar
NYBG	New York Botanical Garden
RECOFTC	Regional Community Forestry Training Centre
SEAT	Save Ecosystem and Tiger, India
SEWA	Society for Environment and Wild Animals, India
TRACT	Tiger Research and Conservation Trust, India
UKFD	Uttarakhand Forest Department, India
UWICE	Ugyen Wangchuk Institute for Conservation and Environment, Bhutan
W1F	Wildlife 1 Foundation, Myanmar
WCCB	Wildlife Crime Control Bureau, Nepal
WCT	Wildlife Conservation Trust, India
WII	Wildlife Institute of India, India
WRCS	Wildlife Research and Conservation Society, India

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1 Executive summary

The programme: The Integrated Tiger Habitat Conservation Programme (ITHCP) Phase I was funded by KfW with a grant of EUR 20 million and implemented by IUCN in 2014-2022. ITHCP Phase I comprised three components, namely:

1. Protected area, corridor and buffer zone management
2. Tiger protection through anti-poaching measures and monitoring of tigers and their prey
3. Alternative and improved livelihoods for local communities to reduce pressure on tiger habitats, poaching and human-tiger conflicts

Twelve projects were funded under ITHCP Phase I. Three projects were implemented in India, two in Indonesia, two in Myanmar, and one in Bhutan. In addition, two transboundary projects were implemented in India-Nepal, one in India-Myanmar, and one in India-Bangladesh. Most projects are continued with funding in ITHCP phases II-IV, with the exception of two projects in India. The two projects in Myanmar are only receiving minor follow-up grants due to the current unfavourable political context.

Strengths: ITHCP Phase I responded directly to global tiger conservation objectives spelled out in the Global Tiger Recovery Programme (GTRP). The programme addressed the overarching threats to tiger populations (loss of suitable habitats, killing of tigers and prey) and the key constraints vis-à-vis tiger conservation (capacity constraints of authorities, human-tiger conflict (HTC), and livelihoods-related pressure on tiger habitats), involving both authorities and communities. The overall strategy of ITHCP was clear and the projects supported targeted important tiger landscapes and habitats.

An overall contribution was made towards improved protected area management, with better planning and increased law enforcement capacity. In particular, ITHCP contributed to improved relationships and cooperation between protected area authorities and communities, and in some locations, ITHCP played a key role in facilitating transboundary cooperation.

An increase in tiger numbers was reported by the grantees, but due to shortcomings in the data analysis, this cannot be verified, nor can the contribution of ITHCP be quantified. There was a significant reduction in tiger attacks on people, but this cannot be attributed solely to ITHCP, a tangible contribution was made towards reducing human-tiger conflict (HTC) and general human-wildlife conflict (HWC) in hotspots with enhanced awareness and behavioural change, community-based responses in cooperation with authorities to incidents of stray animals, protective infrastructure, and livelihoods assistance to HWC victims and affected households. The programme also increased awareness among communities about the value of tigers and wildlife, and the laws protecting wildlife and habitats.

The projects generally had a good targeting of communities and vulnerable households/people affected by HWC and depending on forest resources, while also seeking to improve their livelihoods through interventions, which generally were locally appropriate and had a positive effect on the incomes and lives of the direct beneficiaries, while reducing their dependency of forest resources.

The projects demonstrated an ability to adapt to lessons, e.g. testing different livelihoods options and continuing with those that worked best. Moreover, the projects successfully

adapted to the restrictions emanating from the COVID-19 pandemic and were able to continue implementation, albeit with some delays.

ITHCP was a very well managed grant mechanism, with close cooperation between IUCN and KfW, and the ITHCP Secretariat provided quality support to grantees in a timely manner, and grant supervision mechanisms were adequate. The guidelines and procedures for the grantees were clear and mostly conducive, and further refined over time. Concerted effort was made to establish a harmonised and results-oriented monitoring framework at the programme level. Environmental and Social Management System (ESMS) procedures were applied with rigour and further strengthened for the following phases of ITHCP. While the projects experienced delays, the subsequent extensions of the projects did not lead to increased management or administration costs. The resources provided by the Government of Germany were sufficient at both the programme and project level, and the provision of funding for a second phase for most projects contribute to continuity and towards achieving sustainability.

Consortia and partnerships, drawing on comparative advantages and strengths of each partner, facilitated effective project implementation by the grantees. The grantees' long-term presence in targeted locations and synergy with their other projects helped ensuring continuity and contributed towards sustainability. Other factors in the grantees' implementation approaches that were conducive for sustainability was the integration in the protected area authorities' own plans, partnerships with well-established local NGOs and CBOs, the links built between authorities and communities, and the capacities built with different stakeholders.

Weaknesses: While clear, the results framework had some structural inconsistencies. The habitat management interventions were implemented by protected area authorities and followed their standard approaches. Grantees did not assess their effectiveness or potential negative impacts, nor were innovative approaches explored. The habitat management interventions do not appear to have been effective. The decision to discontinue the engagement in law enforcement in Nepal (due to incidents unrelated to ITHCP) had negative implications for the tiger conservation effectiveness. The number of people that could be reached with livelihood activities (given the available resources and grantees' implementation capacities) was far too low to have a tangible impact on the overall pressure on tiger habitats surrounded by densely populated areas. By design, little attention was given to having a catalytic impact, such as promoting upscaling and replication at scale, influencing policy, or engaging in testing and promoting innovative conservation measures.

There was only limited use of the in-house science- and policy-related technical expertise and capacities of IUCN, including at the regional level. As a result, there was limited use by IUCN of ITHCP as a lever for strategic dialogue and advocacy in the tiger countries and limited synergy with other IUCN initiatives in the region. Moreover, the use of PAC members' expertise was largely limited to the assessment of project proposals.

The programme management and administration costs where somewhat on the higher side. Some initial weaknesses in the programme modalities led to significantly delayed implementation start of the first batch of projects, mainly due to overly complicated ESMS procedures. All projects also faced major implementation delays necessitating project extensions, although this was generally due to external factors outside the control of the projects. A potentially more detrimental delay is the extended gap period between the funding for Phase I and the subsequent phase that most projects face, as this comes with a risk of losing project staff.

The monitoring tools were overly complicated and prone to errors, this has only been partly rectified. Moreover, there were gaps and inconsistencies in monitoring data provided by the projects, especially the tiger population data had flaws.

The dependency on one donor poses a potential challenge to the longer-term sustainability of ITHCP and the results achieved, as it appears unlikely that the Government of Germany will continue funding ITHCP. Some grantees currently have no other funding sources available. In Myanmar, the current political context makes it is very difficult to attract funding for tiger conservation and with only small bridging grants; hence, the scope for continuity and sustainability is limited. For some grantees, the second grant ends in 2023, leaving only limited time to implement exit strategies.

Performance rating: The overall performance of ITHCP Phase I was **satisfactory. The relevance, effectiveness, and efficiency were satisfactory, whereas the coherence was moderately satisfactory. Overall, ITHCP is moderately likely to lead** to impact and sustainability. (Section 5.3 provides an overview of the underlying assessment for each score).

Recommendations: An overview of the main recommendations is presented in the following (detailed recommendations are provided in section 6):

- Recommendation 1: Engage in mobilisation of additional funding sources
- Recommendation 2: Seek to achieve a catalytic impact on livelihoods-related pressure on tiger habitats
- Recommendation 3: Work on all aspects of species conservation and habitat management, including law enforcement
- Recommendation 4: Test and assess current and alternative habitat management conservation approaches and promote best practices
- Recommendation 5: Provide additional opportunities for peer learning
- Recommendation 6: Make better use of IUCN's core capacities vis-à-vis research and policy dialogue
- Recommendation 7: Elaborate a Theory of Change through a consultative process and revise the results framework
- Recommendation 8: Streamline and further strengthen results monitoring

2 Introduction and background

2.1 Context

Tigers are still classified as Endangered on the IUCN Red List of Threatened Species and tigers only occupy approximately six to seven percent of their former range. They remain under severe pressure due to economic activities and population growth. The main threats to tigers are loss and degradation of habitats due to land conversion, unsustainable harvests of forest resources, declining prey populations caused by habitat loss and hunting, poaching and illicit trade in tiger products, and human-tiger conflicts linked to tigers killing livestock and to a lesser extent humans. In 2010, 13 tiger range countries (Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Lao PDR, Malaysia, Myanmar, Nepal, Russian Federation, Thailand, Vietnam) signed the Global Tiger Recovery Programme (GTRP) with a programme of work aimed at doubling the global tiger population by 2022, from approximately 3,000 animals to at least 6,000 animals. While the wild tiger population is widely reported to have increased over the last decade, rigorous scientific estimates are lacking. After several data and methodological gaps were acknowledged, the global wild tiger population was roughly estimated to be between 3,700-5,500 individuals in 2022, suggesting that the GTRP goal was not achieved, although there is still significant uncertainty about the actual tiger population size or trends.

2.2 Programme implementation period

IUCN and KfW signed an agreement for ITHCP in January 2014 for an initial five-year period, which was further extended till end of 2022 (Phase I). A mid-term review of Phase I was carried out in 2017. A second Phase of the ITHCP was signed in 2018, a third Phase in 2020 and a fourth Phase in 2021.

2.3 Programme components

ITHCP comprises three components/areas of intervention, which are aligned with the objectives of GTRP, namely:

1. *Protected area, corridor and buffer zone management* – the main activities were the construction of protected area infrastructure, training, habitat restoration, and engagement with landowners
2. *Tiger protection through anti-poaching measures and monitoring of tigers and their prey* – the main activities were the development of anti-poaching patrols, species monitoring, and measures for reducing human-tiger conflict
3. *Alternative and improved livelihoods for local communities to reduce pressure on tiger habitats, poaching and human-tiger conflicts* – the main activities included eco-tourism development, provision of access to alternative fuels, fodder and construction materials to reduce pressure on forest lands and resources, improvement of agriculture and animal husbandry, awareness raising, and improved mapping of traditional land tenure and land use systems.

2.4 Programme budget

ITHCP Phase I was financed by the Federal Ministry for Economic Cooperation and Development (BMZ) of Germany through the German development bank KfW. The total grant was EUR 20 million.

2.5 Programme objective and outcomes

The **objective/outcome** of ITHCP Phase I was: *Improved conservation of selected tiger populations and their habitat that also incentivizes local community support and participation in tiger conservation through the creation of tangible livelihood benefits*.

Three **outputs** were expected of ITHCP Phase I:

1. Resources and capacities for management of tiger habitats are improved and put to good use
2. Human-tiger conflicts (HTC) are mitigated
3. Local communities in supported tiger conservation landscapes proactively support tiger conservation measures

2.6 Project portfolio

Following two calls for proposals, 12 projects were selected and funded under ITHCP Phase I. ITHCP Phase I disbursed EUR 183,557 in PPGs (Project Preparation Grants) and provided EUR 17.4 million for full project grants to international and national NGOs and government departments. Projects ranged in size from EUR 500,000 to EUR 2.6 million. Furthermore, EUR 196,000 was provided in Phase I for three studies. Three projects were implemented in India, two in Indonesia, two in Myanmar, and one in Bhutan. In addition, two transboundary projects were implemented in India-Nepal, one in India-Myanmar, and one in India-Bangladesh. Most projects are continued with funding in ITHCP phases II-IV, with the exception of two projects in India (project number 1345 and 1487). Furthermore, the two projects in Myanmar are only receiving minor follow-up grants. Table 1 provides an overview of the project portfolio in Phase I.

Table 1: ITHCP phase I project portfolio

Title	Code	Grantee	Country	EUR	Start	End
Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India	1309	WWF Germany	Nepal India	1,972,623	15/02/16	30/11/20
Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger	1311	WWF Germany	Indonesia	1,950,671	04/08/15	31/07/19
	1610	YAPEKA		40,000	15/09/20	30/06/21
Supporting transboundary tiger recovery in India and Nepal	1327	ZSL	Nepal India	2,600,000	16/02/16	30/09/19
	1700			270,000	09/03/22	31/08/22
Securing Source Population of Tiger, Prey and Habitats in Indo-Bhutan Manas Landscape	1334	Aaranyak	India	1,699,477	26/10/15	30/09/21
Restoring tiger and prey populations in northern Myanmar through protection and enhancing livelihoods of local communities in the Myanmar-India Transboundary Tiger Conservation Landscape	1337	WCS	Myanmar India	901,153	04/08/15	31/12/19
Tanintharyi Tiger Conservation Landscape Project	1338	FFI	Myanmar	1,192,199	09/12/15	30/11/20
Securing the Future of Tigers in Bhutan Manas Complex	1341	DoFPS	Bhutan	700,000	22/12/15	30/11/20

Recovering Tigers in the Confluence of the Western and Eastern Ghats	1345	NCF	India	1,182,297	04/06/16	30/09/21
Safeguarding Indonesia's Priority Tiger Conservation Landscapes	1485	FFI	Indonesia	2,000,000	16/12/16	31/12/19
Integrated Habitat Conservation and Eco-development in Vidarbha Tiger Landscape	1487	Maharashtra Forest Dept.	India	1,986,802	06/12/16	31/03/21
Karen Wildlife Conservation Initiative (KWCI)- Conserving tigers and indigenous knowledge in the Dawna-Karen Hills, Myanmar	1490	Wildlife Asia	Myanmar	499,985	13/04/17	30/09/19
Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh	1491	WTI, WildTeam	India Bangladesh	587,577	06/06/18	30/11/20
Studies						
A review of practices to improve and secure long-term Human-Tiger / Leopard Coexistence in tiger range countries	1500	Awely	All	76,000	13/10/17	30/04/19
Status of Tiger Habitats in High Altitude Ecosystems of Bhutan, India and Nepal (Situation Analysis)	1510	GTF	India Nepal Bhutan	100,000	23/02/18	30/06/19
Action Plan for Conservation of High Altitude Tiger Habitats in Bhutan, India and Nepal	1600	GTF	India Nepal Bhutan	20,000	03/09/20	30/09/21

2.7 Programme management and stakeholders

KfW is the donor providing financing for ITHCP.

The **Programme Council (PC)** is responsible for oversight of the programme and the selection and approval of grant applications for funding, based on recommendations from the Programme Advisory Committee. The PC comprises a senior representative from IUCN and a representative appointed by KfW. Initially, IUCN was represented by the IUCN Director General, but subsequently delegated to the Director of the Global Species Programme and currently to the Director of IUCN Centre for Conservation Action. KfW has opted not to have a current staff member on the PC, but appoint a former, retired, senior staff member.

The **Programme Advisory Committee (PAC)** assesses grant applications and provides recommendations to the PC on the selection of projects for funding, on the basis of an objective scoring and recommendation mechanism provided by the ITHCP Secretariat. The chair in Phase I was appointed by the Programme Council (based on recommendation by IUCN, whereas in Phase II-IV, the IUCN Programme Coordinator has chaired the PAC meetings, though not a PAC member. The remaining ten member are appointed based on their thematic/technical expertise, and includes a mix of experts affiliated with IUCN, experts from international nature conservation NGOs, and independent experts.

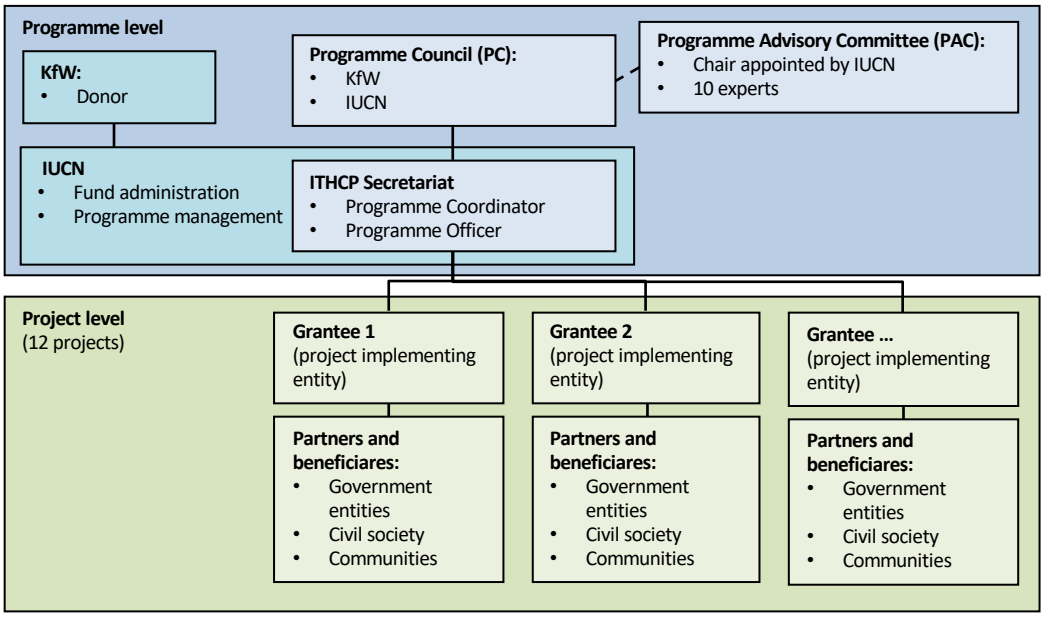
The **ITHCP Secretariat** is responsible for the day-to-day management and administration of the project and liaison with the grantees. It comprises a Programme Coordinator and a Programme Officer, is part of the IUCN Centre for Conservation Action and located in the IUCN headquarters in Gland, Switzerland.

From **KfW**, day-to-day supervision of ITHCP is carried out by a Project Manager with support from a Senior Adviser om natural resource management, both from KfW's Team Asia.

The **grantees** are the organisations that have received grants from ITHCP for conservation projects in important tiger habitats in South- and Southeast Asia. Most grantees are international NGOs, but some national NGOs and a State Department have also received grants. Three small grants have also been provided for studies.

Figure 1 below depicts the management setup for ITHCP.

Figure 1: Programme management



The **project partners and beneficiaries** are involved in specific project activities. There are three main types of partners:

- National and local government authorities, which are involved in environmental protection, species conservation, national park management, and forest management. These partners are engaged on law enforcement, curbing wildlife crime and antipoaching activities, and in some cases the promotion of ecotourism.
- National and local civil society organisations, which are implementing partners of the grantees. Local NGOs and community-based organisations are engaged in community mobilisation, awareness raising, habitat restoration, and the promotion of alternative livelihoods solutions and ecotourism.
- Local communities within and adjacent to tiger habitats are both implementers of field activities and end beneficiaries of livelihood activities. They are also engaged in human-wildlife conflict (HWC) management, habitat restoration, community patrolling, and alternative livelihoods.

3 Evaluation objective, scope, methodology and limitations

3.1 Objective

This independent final evaluation covers Phase I of the Integrated Tiger Habitat Conservation Programme (ITHCP). The overall purpose of the final evaluation was to:

1. Assess the effectiveness of the ITHCP Phase I grant-making mechanism vis-à-vis delivering its intended outcomes and impacts
2. Synthesise lessons learned into both tangible short-term operational recommendations and longer-term recommendations for further improving the design and implementation of future ITHCP phases

3.2 Scope

The final evaluation is a programme level evaluation of ITHCP Phase I. Within the programme, the evaluation covers programme level functions and the projects financed in Phase I (albeit with a particular focus on four sample projects and not providing full/detailed evaluations of the projects), but not the three studies that were funded. Moreover, the evaluation assesses the integration of lessons from Phase I in the three ongoing projects financed under subsequent ITHCP Phases II.

3.3 Methodology

The evaluation was guided by an evaluation matrix with a set of evaluation questions and sub-questions corresponding to the standard OECD/DAC evaluation criteria of relevance, effectiveness, efficiency, impact, coherence, and sustainability (see Annex 5).

A combination of methods was used to gather information as well as to triangulate information/data and thereby ensure its solidity. Available documentation was reviewed (see Annex 2). A brief online survey (see Annex 4) was carried out with project grantees. Stakeholders were consulted through different means (see Annex 1), ensuring that all main types of stakeholders were covered: virtual interviews were carried with selected global stakeholders and stakeholders outside locations visited by the evaluation team, in-person interview were carried out with key informants for the sample projects and selected beneficiaries, focus group discussions and were carried out with community groups during the field visits. Moreover, visual site inspections of selected project interventions were carried out during the field visits.

A Theory of Change (ToC) diagram (see Annex 7) was elaborated (reconstructed) to test the logic and completeness of the ITHCP results framework and test the causal relationship between the objective/outcome, outputs and activities, assumptions, and risks. The ToC analysis and Terms of Reference (ToR) for the final evaluation (see Annex 6) guided the elaboration of the evaluation matrix. The ToC was subsequently validated with a small number of grantee representatives and adjusted.

Four projects were selected for in-depth assessment and field visits (see Annex 3 for the field visit programme), based on the following selection criteria (see box 1), to ensuring that the full range of key project activities was adequately covered and that different types of communities were met. The following sample was selected:

- 1309: Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India

- 1311/1610: Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger
- 1327/1700: Supporting transboundary tiger recovery in India and Nepal
- 1491: Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh

Box 1: sampling criteria

1: Focus on countries with full-scale funding from ITHCP Phase II, III or IV
2: Countries prioritised based on the share of Phase I funding/projects
3: Focus on Phase I projects with additional funding from ITHCP Phase II, III or IV
4: Ensuring a representative mix of geographic regions
5: Ensuring a mix of large medium, and small projects
6: Ensuring a mix of single-country and transboundary projects
7: Ensuring a mix of projects covered and not covered by the mid-term evaluation (MTE)
8: Avoiding projects visited by KfW final inspection in 2022
9: Accessibility of project areas

3.4 Limitations

The evaluation team could only visit a sample of projects, and two programme countries were not visited (Bhutan, Myanmar). Moreover, even for the sample projects, only a selection of sites and communities could be visited. Hence, while then evaluation covered a broad selection of tiger habitats, the full diversity of locations and communities could not be covered.

The full benefits and impacts (in terms of tiger conservation and population size, tiger habitat status, other biodiversity/ecosystem improvements, and livelihood benefits) usually materialise gradually over some years after project completion, in particular those that are linked to ecosystem improvements (e.g. vegetation recovery), such as changes in prey populations and thereby also tiger populations. Hence, the evaluation could verify some impacts and assess the likelihood of other impacts. Similarly, the sustainability of the results achieved, and the structures and processes put in place will only be fully revealed over time, and the evaluation could thus only assessed the likelihood of sustainability.

Due to staff turnover, many of the stakeholders engaged were not involved in programme design and early years of implementation. Moreover, those that were involved in the early days could not always recollect in detail events that occurred up to nine years.

4 Findings

4.1 Relevance

4.1.1 Responsiveness to core problems for tiger conservation

ITHCP Phase I was established to contribute to the implementation of the Global Tiger Recovery Programme (GTRP), which was developed at the Global Tiger Summit in St. Petersburg in 2010. Specially, ITHCP Phase I addressed the following GRTP objectives:

- Effectively manage, preserve, protect, and enhance tiger habitats;
- Eradicate poaching, of tigers, their parts, and derivatives;
- Engage with and empower indigenous and local communities;
- Increase the effectiveness of tiger and habitat management;
- Facilitate tiger populations to recover and reoccupy their former range.

Moreover, the programme responded to the GTRP key performance indicators listed in box 2.

Box 2: GTRP Key performance indicators addressed by ITHCP Phase I

1: Extent of total needed resources actually allocated to implement NTRP
2: Share of external support received as part of total external support received as part of total resources needed to implement NTRP
3: Extent of skill enhancement needed
6: Extent of adoption of “smart” patrolling
9: Extent to which losses due to incidents of human-tiger conflict are compensated
10: Extent to which communities impacted by tigers have economic development/alternative income/benefit-sharing programs
11: Extent of implementation of Priority Implementation Activities (PIAs)
12: Extent of implementation of science-based monitoring of tigers, prey, and habitat
14: Change in tiger population since the Summit

The basic threats to tigers (killing of tigers and their prey as well as habitat loss) were addressed by ITHCP Phase I, responding to the core needs of tiger conservation by addressing key constraints and challenges faces, namely: a) insufficient financial resources and capacity constraints which are the main constraints vis-à-vis effective management of tiger habitats and prevention of illegal activities (including killing of tigers and prey), b) human-tiger conflicts (HTC), and c) local communities not always supporting the conservation of a species that is seen as a threat to their safety and livelihoods. While ITHCP Phase I embraced an integrated approach addressing both tiger conservation and livelihoods, the primary objective was to ensure the recovery or the stabilization of important tiger populations and their habitats. This approach was very pertinent for most tiger habitats, not least in South Asia, where several important habitats are surrounded by densely populated areas and poor communities with a significant dependency on forest resources, in particular the Sundarbans and in the Terai. However, the ITHCP approach and its community focus did not directly address a couple of other important threats, such infrastructure development within or in the vicinity of tiger habitats (although acknowledged as a risk). In the case of Sumatra, the main drivers of tiger decline, namely forest clearance for commercial large-scale plantations, or the direct or indirect disturbance to tiger habitats by logging concessions, were nor addressed by the two ITHCP projects in Indonesia. In Rimbang Baling, such threats to tigers were more significant (based

on camera trap records), than the pressure emanating from local communities, which appears modest.

The funded projects were selected through a call for proposals (concept notes), and the PAC assessed the received proposals against a set of 14 criteria (see box 3). The PAC provided recommendations for the PC, which then made the final selection. The criteria considered several aspects, including: tiger population targeting and impact, alignment with ITHCP and GRTP, conservation-community development linkages, partnerships and stakeholder involvement, project design quality (clarity and timeliness of goals/impact, post-project continuity, monitoring, context understanding scientific robustness), and broader biodiversity benefits. As such, the criteria were generally appropriate.

Box 3: Summarised project selection/prioritisation criteria

- The potential impact on the number of tigers with preference given to significant tiger populations,
- Alignment with the five shared ITHCP and GRTP objectives
- A combination of tiger conservation with socio-economic community development
- Collaborative projects engaging key local actors and stakeholders, in particular indigenous communities
- Fulfilment of main objectives of the project (apart from impact on number of tigers) within the lifespan of the project
- Clear timeline for quantitative goals for the impact on the number of tigers
- Post-project legacy
- Measures for mitigating of the impacts of environmental change and climate change
- Wider biodiversity benefits in addition to tigers
- Measures of management effectiveness in place, incl. use of SMART, CA/TS, and METT.
- Suitable and measurable performance indicators
- Scientific robustness and underpinned by measurable scientific evidence
- Groundwork carried out at the time of proposal submission, and in-depth understanding of the project within a social context

Overall, ITHCP has supported projects targeting important tiger landscapes and habitats (see table 2, although there was significant variation in the presumed tiger population sizes at the onset of the Phase I projects (see table 2). For example, both the Terai and Sundarbans have significant tiger populations, while also being HWC hotspots (see section 4.2.2), and the Deccan also has a significant tiger population and is also affected by HWC. Sumatra is another important landscape, in particular as the *Panthera tigris sondaica* subspecies is endemic to the island and the deforestation pressure is high.

Table 2: Targeted tiger landscapes and populations

Code	Country	Tiger landscape	# of tigers in project areas (before project)
1341	Bhutan	Manas	12
1334	India		15
1345	India	Deccan	12
1487	India		190
1491	India, Bangladesh	Sundarbans	182
1311/1610	Indonesia	Sumatra	14
1485	Indonesia		114
1338	Myanmar	Myanmar-Thailand border	Unknown
1490	Myanmar		4

1337	Myanmar, India	India-Myanmar border	5
1309	Nepal, India	Terai	149
1327/1700	Nepal, India	Terai	89
			Source: ITHCP Phase I impact data sheet

Overall, projects aligned with the work plans of the protected area authorities, e.g. supporting specific requests vis-a-vis priorities from the authorities vis-à-vis infrastructure, equipment, and habitat management, thus supplementing the core budgets of the authorities and reducing their financial gaps and constraints. The protected area authorities were also consulted vis-à-vis the selection of target communities.

Moreover, within the overall framework approach of ITHCP, the project approaches were adapted to the specific contexts and windows of opportunities (e.g. with the space for NGO engagement in Nepal and Bangladesh being larger than in India) the habitats and communities they works in both in terms of the balance between the three ITHCP components as well as in terms of the concrete activities (see section 4.2).

4.1.2 Responsiveness to needs of local communities

Community participation is a core element of ITHCP and the strategy pursued for protection of tigers and tiger habitat conservation. This is explicitly spelled out in the results framework (for both Phase I and Phase II-IV), specifying the ambition to build community support for tiger and habitat conservation through livelihoods benefits, mitigation of human-tiger conflict (HTC), and participation in tiger conservation measures.

At the project level, communities were engaged through a range of activities related to a) awareness raising, b) human-wildlife conflict (HWC) management and mitigation, c) and improved livelihoods. All these activities aimed at:

- Reducing the risk of HWC – by a) reducing the dependency on forest resources and need to enter the forest; b) reducing the risk of animals entering areas inhabited by people and reducing the opportunities for predators to attack livestock; and c) raising awareness on how to behave when encountering wild animals, thereby reducing the risk of human casualties and loss of livestock.
- Reducing the impact of HWC – by a) providing income/livelihoods opportunities to HWC victims; and b) facilitating access to compensation for HWC victims, relatives who have lost family-members, and for those who have lost livestock.
- Reducing the pressure on tiger habitats – reducing the dependency on forests, through:
    - Alternative resources to replace/reduce the use of forest resources – incl. improved efficient stoves, biogas/LPG, alternative construction materials.
    - Improved practices to increase the productivity and sustainability of the management of resources – incl. agriculture, livestock, fish farming, beekeeping, vegetable gardens.
    - New/alternative income opportunities – incl. ecotourism (e.g. homestays), vocational training and equipment (e.g. handicrafts).

While all projects included such activities by design and in implementation, the nature and extent of these varied significantly, depending on the local context of the given project. Some projects reached a fairly large number of beneficiaries with improved practices and alternative

livelihoods, whereas these types of activities were only implemented at a low scale in other projects. Similarly, the extent and nature of HWC measures varied significantly. Section 4.2 provide more information on the community activities implemented.

In the project locations visited by the evaluation team, the livelihoods-related activities were in general appreciated by the beneficiaries, and most were appropriate from a poverty alleviation perspective. It appears that the selection of specific types of livelihoods activities was often, but not always, done in consultation with communities. All the community-based HWC-related activities in the visited project sites were appropriate, both from an awareness raising and a risk-reduction perspective.

The selection of beneficiary communities and targeted individuals in the projects visited in South Asia was done based on a range of criteria such as the proximity to forest/tiger habitat, degree of dependency of forest resources, level of poverty, and prevalence of human-wildlife conflict. The identification and selection were typically done based on socio-economic assessments consultations with the relevant protected area authorities, local authorities, community-based organisations (e.g. buffer zone management councils and user groups in Nepal), and communities. In most cases, the selection of communities and beneficiaries met by the evaluation team was appropriate vis-à-vis addressing poverty and livelihoods, HWC, and tiger habitat conservation. However, one village in the Indian Terai was not in immediate the vicinity of the forest and the community members/beneficiaries met were not dependent on the forest nor were they affected by HWC, so while the support had a livelihoods value, the link to tiger conservation appeared weak – whereas the other villages targeted by the same project were appropriately selected. In Sumatra, the targeted villages visited were inside the forest and community members collected forest resources, but there were no tigers in the vicinity and prey species were scarce, nor was the community significantly affected by HWC, and the ecotourism enterprises set up with project support rarely had clients – but it was hoped by the grantee that the project presence would indirectly help reduce poaching of tigers.

All project proposals were subject to an environmental and social management system (ESMS) review. However, the strategies for targeting women, indigenous peoples and other vulnerable groups varied considerably in the project proposals/designs and was often limited to general statements.

Often, the people most dependent on forest resources, and thus most vulnerable to HWC, would be people from under-privileged groups, such as landless people. This also applied in the ITHCP project locations visited. Hence, while the targeting strategy was often not entirely explicit in the project designs, the beneficiary selection process in most of the project locations visited by the evaluation team had led to a good degree of inclusion of women, indigenous peoples, landless, Dalits, and poor in the projects. For example, several of the communities visited by the evaluation in the Terai of Nepal and India comprised a large proportion of members from indigenous peoples and/or Dalits. In the Sundarbans of Bangladesh and India, landless often live closer to the forest and depend on fishing or collection of crabs and shrimp/fish fry inside the forest. Moreover, HWC victims often become poorer and more vulnerable as a direct result of the HWC, e.g. when injuries lead to disability, women lose husbands, youth lose parents, or when important livelihoods assets are lost (livestock, crops, houses). In Myanmar, the projects cooperated with indigenous governments.

The provision of project preparation grants (PPG) from ITHCP was a significant contribution towards ensuring that project designs were based on an adequate analysis of the local context, needs, and stakeholder priorities. PPGs were provided for 11 of the twelve projects, whereas the youngest of the projects (1491, WTI and WildTeam) was not provided with such support. Moreover, the operational manual contained provisions for ensuring that projects would adequately address community needs and challenges, and promoted participatory approaches, and included provisions such free, prior and informed consent from women and men and robust stakeholder engagement processes. These aspects were also reflected in the monitoring and reporting formats and followed up upon during supervision missions.

4.1.3 Consistency of programme design

No Theory of Change has been elaborated for ITHCP. The substance of the components was clearly spelled out in the results frameworks for Phase I and Phases II-IV and remained largely the same for all ITHCP phases. The example activities are the same in both results frameworks, although the wording of the outputs has been changed and the focus adjusted (see Annex 8).

The overall strategy and components were clear, and the indicator framework was clear and appropriately capturing changes at the impact and outcome levels. However, there were some structural/logic inconsistencies in the results framework (see Annex 8), such as merging different elements into single outcomes/outputs, which at times are at different levels of the change trajectory. Some of the example activities identified for output 2 overlap with those for output 3.

The results frameworks include assumptions for the outputs, assumptions are identified at the objective/outcome level for Phase II, but not for Phase I. A number of risks are identified, but are phrased as assumptions, i.e. as the absence of the risk materialising. Assumptions and risks are presented in the same column without a clear distinction between the two. The assumptions/risks in the results framework for Phase I are not always pegged at the appropriate level; this shortcoming is in general addressed in the Phase II results framework (see Annex 8). No risk matrix was elaborated and no risk mitigation measures were identified.

4.1.4 Added value

In most tiger landscapes, ITHCP-funded projects were not the only intervention, nor did they work in isolation. Overall, the projects aligned with, and contributed to, the work plans of the responsible authorities, complementing the investments they made with their own resources and resources form other projects, thus allowing for upscaling and an increased level of investment in tiger conservation. A number of grantees, especially the larger NGOs, also implemented other projects related to tiger conservation with funding from other sources, but often, ITHCP was their largest source of funding for tiger conservation. In the Sundarbans of Bangladesh, ITHCP was the only major source of funding for the implementing partner (WildTeam), which reportedly is the only NGO that engages specifically in tiger conservation in the country. Considering the capacity constraints of the Forest Department, the contribution of ITHCP Phase I was therefore of critical importance for tiger conservation efforts in Bangladesh. On the Indian side of the Sundarbans, the project engaged in addressing HTC in areas adjacent to the mangrove forest and tiger habitats outside the Sundarbans Tiger Reserve, something government agencies and civil society reportedly had not engaged in significantly prior to the project.

IUCN's Species Conservation Action Team, applies a three-pronged strategy, comprising: 1) "assess", concerning the generation of knowledge and information on the status of different species (the Red List): b) "plan", concerning the elaboration of conservation strategies for threatened species, and c) "act", concerning the implementation of tangible conservation action. "Act" is delivered through grant-making mechanisms, and the Species Conservation Action Team manages two such mechanisms, one being ITHCP, and the other being "Save Our Species". Other IUCN teams also manage grant-making mechanisms for other environmental purposes, but ITHCP is one of the largest IUCN grant-making mechanisms. Moreover, the size of the individual grants funded by ITHCP is generally considerably larger than the grants provided by the other mechanisms. As such, ITHCP is an important mechanism for IUCN to engage in concrete conservation action.

4.2 Effectiveness

4.2.1 Tiger and habitat conservation and management

Tiger habitat management plans: ITHCP reports that at the onset of the Phase I projects, 15 out of 30 targeted protected areas had management plans. The protected areas in Bhutan and Bangladesh had management plans, as did most locations in India (six out of eight) and Indonesia (five out of six). In Nepal, two out of five protected areas had management plans; and a third had a draft plan, which had never been formally approved, but was still used. Of those without plans, nine where in Myanmar, where none of the protected areas had management plans. At project completion, the number of locations with management plans had increased to a total of 22. All of the remaining eight locations, which still did not have protected area management plans, were in Myanmar, but district forest management plans had been elaborated with project support. Moreover, in one protected area in India, the existing plan had been improved. The extent to which the projects contributed to the plans cannot be ascertained from the collated data, which only tracked the presence of plans. Nonetheless, four grantees described in their technical reports their contributions to the plans. ZSL (Terai) significantly supported the elaboration of management plans for the two newest national parks (Banke, Parsa) by funding the consultants drafting the plans, and also by providing inputs to the review process; this contribution was confirmed by interviews. ZSL was also an implementing partner working with FFI (Sumatra) and conducted a series of workshops to support the development of a ten-year management plan for Sembilang National Park. In Myanmar, FFI provided support to rationalise the process for revising forest reserve boundaries as well as for stakeholder consultations for the ten-year district forest management plan. Also in Myanmar, WCS discussed and drafted management plans with communities, which were submitted to the government for approval. YAPEKA (Sumatra) conducted a multistakeholder workshops for the development of a management plan for Rimbang Baling. Interviewed protected area officials responsible for the preparation of such plans expressed the value of inputs from partners who have worked for many years in the area, since the authorities themselves experience frequent staff turnover.

Law enforcement: ITHCP project supported law enforcement in different ways. A total of 8,207 law enforcement/personnel were trained, of which 620 were women. All projects provided such training, and law enforcement personnel were trained in most locations, with the exception of two. However, the number of trainings conducted and the number of staff trained varied significantly among the projects (see table 3), ranging from conducting a single

training and reaching just 11 individuals to 94 trainings and a reach of 2,517 persons. Similarly, the number of training and number of persons trained varied significantly among the targeted protected areas. Three projects reached 89 pct. of personnel trained, namely the two projects in the Terai and the project in Maharashtra (the Deccan). Unsurprisingly, the largest number of training participants came from India followed by Nepal.

Table 3: training of law enforcement personnel

Code	Grantee	Country	# of training courses	# of people trained		
				Women	*Men*	Total
1309	WWF	Nepal, India	94	*170*	*2,040*	2,210
1311 1610	WWF YAPEKA	Indonesia	2	*9*	*24*	33
1327 1700	ZSL	Nepal, India	71	*117*	*2,517*	2,634
1334	Aaranyak	India	1	-	*160*	160
1337	WCS	Myanmar only	9	-	*18*	18
1338	FFI	Myanmar	10	*24*	*72*	96
1341	DoFPS	Bhutan	4	*3*	*45*	48
1345	NCF	India	2	*3*	*227*	230
1485	FFI	Indonesia	12	*2*	*241*	243
1487	Maharashtra Forest Dept.	India	30	*295*	*2,159*	2,454
1490	Wildlife Asia	Myanmar	24	-	*70*	70
1491	WildTeam	Bangladesh only	1	*2*	*9*	11
TOTAL			**260**	***620***	***7,587***	**8,207**
Source: ITHCP Phase I impact data sheet						

Furthermore, field equipment (e.g. field kits, jackets, rain gear, boots, binoculars, mobile phones) was provided to a total of 4,886 law enforcement staff, mainly by the two projects in the Terai, which covered 74 pct. of the persons reached. In addition to the equipment provided for individual staff, the following equipment was also provided: 2,060 camera traps (provided by nine projects for 11 protected areas), 31 cars (provided by eight projects for 13 protected areas), 80 motorbikes (provided by eight projects for 13 protected areas), and 13 boats (provided by five projects for six protected areas). 78 ranger stations and guard posts (provided by eight projects for 20 protected areas), in particular in Sumatra and the Terai, but also in Myanmar as well as a couple in Bhutan. 13 watchtowers were constructed in Nepal (Chitwan, Parsa) and Sumatra (Gunung Leuser, Berbak).

At the end of Phase I, some form of patrol data collection tool (e.g. M-STrIPES/SMART) was utilised in 25 out of the 30 protected areas supported by ITHCP. In seven of these (located in India, Nepal, or Myanmar), ITHCP had provided equipment (e.g. mobile phones, hand-held devises) for the use of SMART patrolling software, however. In addition, communities in the buffer zone of two projects in the Terai had been provided with such software. The degree to which these tools were used to guide patrolling efforts varied from site to site. Among those that had been supported by ITHCP, the software was used in the planning of all the patrols in Maharashtra and Manas, 80 pct. of the patrols in Nandaur, and 50 pct. in Myanmar. While no data is available for the sites in Nepal, interviews suggest that the uptake and use of patrolling systems on the ground varied significantly. The specific tool that was chosen for use depended on the existing practice of national governments, but also on the tool that the given ITHCP

grantee utilised and trained protected area staff in. Interviewees expressed a perception that even if all the relevant fields were made available in the patrolling system, there was uncertainty with regards to whether the end users (e.g. protect area staff) would report on all the fields. The uptake also depended on how much importance the protect area officials (and also army in the case of Nepal) placed on these tools, as they also have their own internal tools or other tools (e.g. surveillance cameras). Nonetheless, programmatically, some management decisions appeared to be based on data from these tools (e.g. establishment of locations for anti-poaching camps).

A total of 1,160 snares were removed, mainly in Indonesia and Myanmar where snaring is widespread, and 191 poachers were arrested, mainly in India and Nepal. However, it is impossible to establish the effect of ITHCP on law enforcement effectiveness as no baseline data is available, and since the ITHCP projects are not the only contributing factor, and the processes involved in law enforcement (e.g. arrests due to the conduct of illegal activities) often went beyond the scope of the ITHCP intervention according to interlocutors. Nonetheless, it is clear that the improved access to equipment, the better field infrastructure, and the skills obtained improved both the operational capacity as well as the working and living conditions for, and thereby the motivation of, frontline personnel. Moreover, interviewees are of the perception that patrols (even if they do not lead to arrests) serve as a deterrent.

Another other area of contribution vis-à-vis improved effectiveness of law enforcement is the improved relationships the ITHCP Phase I projects facilitate between protected area authorities and communities. This included some support for community-based patrolling in buffer zones as well as joint authority-community patrols. Moreover, the projects contributed to increasing the awareness about the laws protecting wildlife and their habitats and illegal practices (see section 4.2.3). Furthermore, the projects facilitated community-bases groups, that would support the efforts of the authorities vis-à-vis handling HWC and stray animals (see section 4.2.2).

Habitat management and restoration: Habitat management and restoration efforts were generally carried out in the form of financial support to protected area authorities, who would use the funds to increase the area coverage of their standard habitat management practices. There is no evidence of new approaches being introduced.

Habitat restoration measures were implemented by four projects, mainly in Maharashtra and by the WWF project (Terai) and to a lesser extent by ZSL (Shuklaphanta, Nepal) and by FFI (Sumatra). A total of 6,717 hectares were reported restored, of which 75 pct. were in Valmiki. The reported restoration measures in Valmiki and Chitwan were confirmed by the field visits. In Valmiki, the restoration focused on clearing large patches of dense *Phoenix* palm vegetation, which stakeholders described as invasive, although some *Phoenix* species are indigenous to the Terai. The palm is not eaten by prey species, so the rationale was that large and spreading patches of *Phoenix* palms would negatively affect the prey density. However, the effectiveness of this practice appears doubtful as the palms are difficult and laborious to suppress and return in a fairly short timespan after clearing, so clearing is a never-ending endeavour, which artificially maintains the patches at a specific succession stage which seems to favour

Phoenix, instead of accepting natural succession. On the Nepali side of the same forest complex (Chitwan, Parsa), *Phoenix* was not seen as a problem.

In Chitwan and Parsa, habitat management efforts focused on maintaining areas of open vegetation/grasslands as a means to ensure higher densities of prey species. However, while this practice can lead to increased populations of chital, it does not appear to significantly affect the density of sambar, a major tiger prey species which unlike chital is too large to be predated by leopards. As such, the grassland maintenance is likely to favour leopards more than tigers. Chitwan has gradually lost large areas of grassland that was previously kept open by livestock grazing, harvesting or fire, since its establishment as a national park. The authorities now seek to maintain the grasslands using tractors and burning; however, this could have a limiting effect on overall biodiversity (see section 4.5.5).

In Maharashtra, the main method of habitat restoration was tree planting with 451,195 trees planted with ITHCP support. In addition, 31,540 trees were planted by three projects in the Terai and Sumatra. The effectiveness of this measure versus natural regeneration cannot be judged based on the information available, but in the international discourse, it is questioned.

WWF supported constructed/rehabilitated 107 kilometres of fire lines in Chitwan-Parsa. This is a well-proven method to control the spread of wildfires, and the fire lines further double as roads, facilitating the work of the authorities. In addition, one kilometre of fire line was supported in Bhutan.

Moreover, a total of thirty-two waterholes were constructed in the Nepalese Terai, Maharashtra, and Bhutan.

Protected area management effectiveness: ITHCP reported 32% average improvement in the protected areas management score, using the Management Effectiveness Tracking Tool (METT). Unsurprisingly, there was significant variation among the targeted protected areas, ranging from -2 pct. to +105 pct. However, the overall value was disproportionately influenced by sites, which applied the METT system for the first time, as the METT system, by design, provides biased scores for newly introduced systems. It should also be noted that the criteria defined for the METT score in ITHCP may not comply with METT scores generated by other users. For example, the management and evaluation exercise using the METT system applied within tiger reserves within India is based on different criteria than the one used for ITHCP projects. A comparison between the criteria used in the Government of India's "Management Effectiveness Evaluation of Tiger Reserves in India, 2022 (Fifth Cycle), Summary Report" (Yadav et al., 2022) and the criteria used in the ITHCP impact assessments, show several differences. While the management evaluation score in Valmiki (1309) is in line with the criteria used in the Summary Report, since they simply report a final score, the management evaluation of the NCF project (1345) is not.

Overall, the changes in management effectiveness cannot be attributed solely to ITHCP, given the efforts of the authorities themselves as well as the support from other partners have also contributed. Nonetheless, the above-described support measures, e.g. vis-à-vis management planning and law enforcement have clearly made a contribution, as also confirmed by interviews. Furthermore, ITHCP in several locations made a significant contribution towards improving the relationships between protected area authorities and communities and enhancing community awareness and participation in conservation (see section 4.2.2 and 4.2.3).

Furthermore, some projects made a significant contribution towards enhancing transboundary cooperation between protected areas in the same forest complex. For example, WWF facilitated regular dialogue and cooperation between Chitwan and Parsa in Nepal and Valmiki in India. This helped improving cooperation in the handling of animals being swept (e.g. rhinos) across the border from Chitwan to India during floods, and in one cases, a Nepalese team helped Valmiki with the capture of a tiger, which had killed people in India, after a number of unsuccessful attempts, applying an effective technique developed in Nepal.

4.2.2 Human Wildlife Conflict

The extent and nature of HWC is highly location-specific, with major difference between the landscapes where ITHCP engages and between the projects. Within projects, the difference is often significant between the protected areas covered, even when they are part of the same forest complex and even between different communities adjacent to the same protected area.

Only seven of the projects have (fully or partly) provided data on HWC in their final impact reports (the remaining five used the ITHCP indicator reporting template for ITHCP Phase I, which did not cover HWC incidents): 1309 (WWF, Terai, India+Nepal), 1311 (WWF, Sumatra, Indonesia) 1327 (ZSL, Terai, Nepal+India), 1338 (FFI, Myanmar), 1487 (Maharashtra Forest Dept., Deccan, India), 1490 (Wildlife Asia, Myanmar), 1491 (WTI+WildTeam, Sundarbans, Bangladesh+India). For the seven projects that provided HWC data, the following picture emerges.

Tiger attacks on people were mainly concentrated in the Sundarbans and Terai landscapes, where 98 of the total 101 reported tiger attacks took place (before and at completion of Phase I projects): Within these landscapes, most attacks on people happened in the Indian part of the Sundarbans and Chitwan (Nepal), and in both locations the number of attacks on humans had dropped markedly at project phase I completion. In Valmiki (Indian Terai), the number of attacks on people had increased, seemingly due to several attacks by a single tiger until it was caught. Overall, 71 tiger attacks on people had occurred annually at project start, compared to 30 annually at phase I project completion.

In general, tiger attacks on livestock were more common than attacks on people. Tiger attacks on livestock mainly happened in the Chitwan-Parsa-Valmiki complex. Within the complex, most attacks at project beginning happened in Chitwan with a modest increase at project completion, whereas there was a dramatic increase of attacks in Valmiki, which had the highest number of attacks on livestock at project completion. A low number of tiger attacks on livestock also happened in Vidarbha (Deccan) and in the Sundarbans. The low number in the Sundarbans compared to the high number of attacks on people is unsurprising since human attacks mainly happen when people are collecting resources inside the mangrove forest, whereas livestock are kept in small numbers in the farms, which are separated from the forest by rivers. Overall, 82 tiger attacks on livestock had occurred annually at project start, compared to 161 annual attacks at Phase I project completion. However, it is unclear to what extent this increase is due to increased depredation on livestock due to increased number of tigers, or whether it is due to increased reporting of livestock attacks due to the increases in compensation amounts in recent years, e.g., in India.

The number of retaliation killings of tigers were low both at the beginning and at the completion of Phase I projects. In the Sundarbans, two tigers were killed at baseline and none at completion. Three tigers were killed in Parsa, Bardia and Shuklaphanta (Terai) at project start,

whereas none were killed at completion. However, in Chitwan, no tigers were killed at baseline, but two were killed at completion.

Leopard attacks on livestock were far more common (a total of 480 at project starts and 1,125 at Phase I project completion), but leopard attacks on people were less common than tiger attacks albeit increasing (four in total before the projects and 32 after). Leopard attacks were concentrated in the Terai (there are no leopards in the Sundarbans), albeit with a modest number (two in total, before and after the project) occurring in Vidarbha.

No tiger or leopard attacks happened in Myanmar and Sumatra, which is unsurprising, considering the small Panthera populations, low human population density, and large forests compared to South Asia.

Attacks on people by other animals, such as elephants, rhinos, bears, and gaurs have not been monitored. However, elephant attacks are reportedly considerably more frequent than tiger and leopard attacks.

Crop raids by wildlife were common in the Terai, and appear underreported, probably because there are no compensation schemes for crop raids. In several field locations visited by the evaluation team in the Terai, villagers reported damage crops and also of property, but the extent and animal species involved varied significantly. For example, in some locations, particular around Valmiki, the main culprits were nilgai and wild boar, whereas in locations in south of Chitwan, elephants were the main cause. In Myanmar, crop raids were the only HWCs reported; in Tanintharyi (1338, Myanmar), most villages reported crop damages caused by wildlife (deer, bears), whereas in Dawna-Karen Hills (1490, Myanmar) a small number of raids (elephants, gaurs, wild boars) were reported. No crop raids by wildlife were reported In the Sundarbans (forest and crop lands are separated by rivers), and in Sumatra (1331), this was also not a significant issue. Overall, the number of reported crop raids, increased from project start to Phase I completion.

ITHCP response to HWC: HWC was only a key component of three projects: 1309 (WWF, Terai, India+Nepal), 1327 (ZSL, Terai, Nepal+India) and 1491 (WTI+WildTeam, Sundarbans, Bangladesh+India), as HWC mainly occurred in the Terai and Sundarbans landscapes, where population densities in the areas surrounding the forest are high. A number of HWC interventions implemented by the projects proved effective at the local level.

Physical infrastructure was installed to create barriers for tigers and other wildlife. Fencing was erected to keep wildlife out of villages. In the Indian Sundarbans, the project supported the Forest Department's efforts to install nylon fences on the margin of the forest in critical areas, where the rivers and streams were narrow and more frequently crossed by tigers. These simple fences have proven very effective in preventing tigers from crossing into villages and farmland; while tigers in principle could easily destroy the nylon fences, this has not happened. In the Terai, electric fences were erected on the boundaries between forest tracts and villages, mainly to prevent elephants, rhinos and other herbivores form entering and prevent damage to property, crop raids, and attacks on people. Seven ITHCP projects report having installed a total of 1,382.28 kilometres of fencing. Solar streetlights were installed in a few selected locations in the Sundarbans and Terai, where there have been incidents of tigers crossing into villages. These have proven very effective in preventing tiger crossings and also increased the safety of movement for women, and provided light under which nets and boats for fishing and crab collection can be repaired after sunset. Small predator proof corrals for keeping goats

safer overnight were provided by the two projects in the Terai. These inexpensive corrals that can be made locally, were effective for reducing attacks leopards, the main threat to goats and highly appreciated by beneficiaries. However, the total number of corrals installed is low compared to the number of households and livestock in the project areas, the two projects have together installed 689 corrals. Nonetheless, there appears to be at least some degree of spontaneous replication of these within the communities, and WWF and ZSL are also constructing corrals through other projects as well as in subsequent ITHCP phases.

Community-based HWC prevention and response mechanisms were introduced or strengthened. Different community-based groups were formed or strengthened, to carry out different functions. Community members and leaders were mobilised to raise awareness on the value of conserving tigers and other wildlife, legal provisions vis-à-vis wildlife and protected areas, and on how to behave to reduce the risks of attacks by wildlife, when wildlife enter villages or when wildlife is encountered in the forest. Moreover, community members were also engaged in early response teams (e.g. in the Terai and Sundarbans), carrying out a variety of tasks such as alerting and supporting protected area authorities when wildlife stray into community areas, informing the local population about the presence of wildlife and advising them to stay at home, exerting crowd control measures to prevent people from approaching and stressing the animals, and assisting authorities in stray wildlife rescue and release operations. The field visits conducted by the evaluation team showed that community-based measures implemented by ITHCP have proven effective in terms of enhancing awareness, and reducing HWC and illegal activities, and are appreciated by local authorities as well as communities. An added benefit of these initiatives is that they helped improving and strengthening the relationship between protected area authorities and communities, which otherwise often saw park authorities as adversaries vis-à-vis their livelihoods activities.

In Bangladesh, where the authorities have limited capacity to respond rapidly when wildlife stray into villages, voluntary village response teams also engage directly in chasing tigers and other animals back into the forests before they get killed by villagers, or, in the case of smaller animals (most frequently pythons), capture and release them in the wild. Another unique measure implemented in western part of the Bangladesh Sundarbans is the small boat-based Forest Tiger Response Team (FTRT), which patrols the mangrove and evacuate survivors who have been injured, e.g. by tigers or crocodiles, and retrieve bodies of people who have been killed, so that their families can bury them.

Compensation for victims: The governments of Bangladesh, India and Nepal have compensation schemes for HWC victims, i.e. those the households of those killed by wildlife, those that were disabled by wildlife, and those who lost livestock to wildlife (but not for crop damage). However, communities face some constraints related to these, such as difficulty for community-members to submit claims for compensation and long processing time before compensation is paid out. Moreover, no compensation is paid, if the HWC incident happened during illegal entry to protected areas, but poor community members may not have sufficient income alternatives to illegal collection of forest resources. In some cases, community members were unaware of the compensation schemes. ITHCP funded projects helped victims to submit compensation claims and created general awareness of the schemes. For example, 148 community members were supported in the preparation and submission of compensation claims in Nepal (1327). Also in Nepal, small community-based schemes were set up for rapid payment of small

amounts of funds for victims to cover immediate needs until government compensation payments be received. Moreover, victims would be specifically targets by livelihoods activities, such as vocational training for children of people killed by wildlife and microcredit schemes for HWC widows.

ITHCP overall contribution to reducing HWC: It is difficult to firmly establish the extent of ITHCP's overall contribution to reducing overall human-tiger conflict (HTC) specifically and HWC in general in the target landscapes. It is, nonetheless, noticeable that attacks on people dropped markedly, while the attacks on livestock had a significant increase due to developments in Valmiki and in part also in Chitwan. ITHCP reports that in the areas covered by the four projects there was an average 75 pct. reduction in human mortality caused by tigers and leopards. Four projects surveyed community perceptions of change in the situation regarding losses of human lives and livestock to wildlife: 1345 (NCF, Deccan, India), 1487 (Maharashtra Forest Dept., Deccan, India), 1341 (DoFPS, Manas, Bhutan), 1491 (WTI+WildTeam, Sundarbans, Bangladesh+India). Overall, these surveys found that 45 pct. saw an improvement, ranging from 25 pct. in Bhutan to 74 pct. the Deccan. It is plausible that the reduction in attacks on people in particular dropped due to increased awareness and behavioural change, and, in the case of the Sundarbans, also due to nylon fencing. In both cases, the ITHCP projects clearly made an important contribution, but so did other initiatives, including other projects implemented by the grantees prior to and/or during the implementation of ITHCP Phase I projects. For example, the Forest Department has installed longer stretches of nylon fences with its own resources in the Indian Sundarbans than with ITHCP support.

4.2.3 Sustainable livelihoods

Awareness raising: In addition to the community-based awareness raising described in section 4.2.1, ITHCP also funded a range of other types of awareness raising activities. Overall, ITHCP reports that 636,878 people were reached with these activities, including 170,425 children. The awareness raising covered various topics, such as the value of biodiversity and healthy ecosystems, laws vis-à-vis protected species, entering the forest and collecting products, how to minimise the risk of HWC.

The main types of outreach activities were theatre/festivals (121,843 people reached), TV/videos (107,065), conservation class/nature camps (75,285), internet/newspapers/signs/posters/pocket guides (62,700), radio (54,111), social media (24,453), and workshops (19,680). A number of scientific papers were also produced. Moreover, community leaders and CBOs are also used as champions creating awareness about tiger and forest conservation, sustainable natural resource management and collection practices, legal provisions, HWC risk reduction, and compensation schemes. Another approach used was to engage with schools (primary and secondary) to include environmental education, incl. nature conservation, wildlife and HWC management, in the teaching provided, e.g. in the Indian Terai and in the Sundarbans.

However, the outreach of the projects varied significantly; 1327(ZSL) reported an outreach of 361,474 people, more than half the people reached by ITHCP Phase I. 1345 (NCF) reported having reached 100,632 people, and 1334 (Aaranyak) reached 72,336. Each of the remaining projects reached less than 30,000 people; in particular, the projects in Bhutan, Sumatra, and Myanmar in general reached significantly lower numbers of people, possibly reflecting the considerably lower population densities in the locations covered by these projects.

Surveys conducted by the grantees found that the perception of the populations in the project areas were widely supportive of tiger conservation and area management. Overall, 79 pct. of the surveyed population were supportive, thus significantly above the ITHCP Phase I target of 50 pct. There were differences in the level of support reported by the projects, and within the projects between different project sites. Nonetheless, the support was significantly above 50 pct. in all project sites, except for West Vidarbha (Deccan), where it was 31 pct. The support for tiger conservation and area management was high even in the three HWC hotspots; 96 pct. in Chitwan (possibly linked to the fact that Chitwan is a major tourist destination, where economic development is linked to the presence of high-profile wildlife), 90 pct. in Valmiki, and 74 pct. in the Indian Sundarbans. However, as no baseline data is available, it is impossible to quantify the extent to which positive attitudes can be attributed to the funded projects. Nonetheless, interactions with community members in all locations visited indicate that a tangible contribution was made towards increased awareness about the value of tigers and other wildlife, as well as an increased understanding of the laws governing wildlife and protected habitats. Several community-members also expressed a general appreciation of wildlife, in particular, dedicated champions among local leaders and youth. In the Sundarbans, communities appreciated that tigers were "protectors of the forest", explaining that the presence of tigers was a more effective deterrent of illegal activities than law enforcement, since "one cannot negotiate with, or bribe, a tiger". In Nepal, the income opportunities emanating from the wildlife was appreciated, with some aspirations for income-generation from tours in the community forests as a less crowded alternative to visiting Chitwan National Park. Moreover, communities as well as authorities indicated a change in the understanding of whether activities would be legal or illegal, behavioural measures to minimise the risk of HWC, and of HWC compensation rights.

Livelihoods: A broad range of livelihoods activities under the three main categories of a) alternative resources, b) improved practices for the management of resources, and c) new/alternative income opportunities. Table 4 below shows the main types of livelihoods interventions, the number of beneficiaries (also disaggregated by gender), and the number of ITHCP-funded projects that engaged in a given type of activity.

In terms of alternative resources, the main type of intervention was the provision of alternative energy for households, in particular the provision of fuel-efficient stoves, and in particular in the Deccan, interviewees indicate fuelwood consumption reductions of 30-50 pct.. Moreover, selected community-members were trained in the production of fuel-efficient stoves (e.g. in the Indian Sundarbans) and those met by the evaluation team reported that there was a high local demand for the stoves. LPG stoves and solar lamps were provided in the Indian Terai. Improved solutions for construction were also promoted, mainly for roofing in Myanmar.

For the improved management of resources, the main focus was on livestock, in particular in Myanmar followed by the Indian Manas. Stall feeding for livestock and HWC management training were important elements of livestock interventions (in particular in the Indian Manas), such as the above-mentioned predatory proof corrals in Nepal. To a lesser extent, improved cattle and buffalo strains were provided. In the Sundarbans, goats and poultry were provided; goats were also provided in the Terai. Para-veterinary services have also been provided. Alternative practices in food production and natural resource-based income genera-

tion, were other important areas of intervention, in which most project engaged, such as promoting fisheries (aquaculture), non-timber forest products (NTFPs), beekeeping, jute rope making (Indian Sundarbans), and various types of improved as farming practices, such as vermicompost and polyhouses (greenhouses) for vegetable production (Indian Terai). In the Nepalese Terai, silvicultural training and some materials were provided to existing community forest groups. In Myanmar, a major area of intervention was support for improved and tenure systems though community forestry/community-based area management. Another important area of intervention in Myanmar was tree nurseries. In the confluence of the Ghats mountains in South India (Deccan), improved access to water for household and irrigation was an important area of intervention.

In terms of new/alternative income opportunities, 7,394 jobs of different types were created, mainly in the Nepalese Terai and in particular in the Chitwan-Parsa complex (see table 4). Production of local products and the creation of microenterprises were other important areas of engagement in particular in the Deccan and Nepalese Terai. However, the compiled monitoring data does not provide a clear overview of the nature of the jobs and microenterprises created (examples are provided in table 4), but based on the available information in project technical reports, a number of these are also captured under other types of livelihood activities.

A major area of intervention for the creation of alternative income opportunities was ecotourism, in particular in relation to community homestays (mainly in the Nepalese Terai and Sumatra), but also as nature guides, and with support from the project, the canteen in a Forest Department tourist campus in Valmiki (Indian Terai) was contracted to a community-based enterprise. Another type of alternative livelihoods was handicrafts small enterprises, such as the provision of sewing machines and hand looms to women (e.g. in the Indian Terai and Bangladesh Sundarbans). Skills training was provided to a small number of people, e.g. driving (the Terai) and production of fuel-efficient stoves (Sundarbans).

In addition to the direct livelihoods opportunities supported, ITHCP project also supported the establishment or strengthening of mechanisms to facilitate community-members themselves to pursue better livelihoods options, by a) supporting the creation of cooperatives mainly in Chitwan-Parsa (Nepalese Terai) and Myanmar (for example for dairy production and marketing), and b) providing seed funds and capacity development for community-based microcredit schemes and small grants (for example to invest in livestock and other productive assets), mainly in the Indian Manas and Nepalese Terai. Microcredit beneficiaries (HWC widows and Dalit women) met by the evaluation team have invested in various productive assets, in particular livestock.

Table 4: Overview of livelihoods interventions

Intervention type	No. of projects	No. of beneficiaries			Comments and examples
		Total	Women	Men	
Alternative resources					
Biogas digesters/cooking stoves, alternative energy/solar lights	7	25,526	14,726	10,800	Incl: • 12,768 cooking stoves, incl. 7,299 Vidarbha (Deccan, #1487), 1,119 in Ghats (Deccan, #1345), 2,168 in Myanmar

					(#1337) • 8,108 LPG, incl. 7.193 in Deccan (#1345, #1487) • 948 solar power, incl. 728 in Terai (#1309) • 261 biogas, incl. 143 Terai (#1309), 115 Bhutan Manas (#1341) • 14 power generation, 11 in Terai (#1309), 3 in Sumatra (#1311, #1485)
Improved solutions for construction	3	6,902	3,354	3,548	• E.g. improved roofing • Mainly in Myanmar (#1490)
Improved practices for the management of resources					
Improved cattle strains/buffaloes	5	511	320	191	Mainly in Bhutan Manas (#1341) and Indian Sundarbans (#1491)
Stall feeding for livestock and HWC management training	7	3,462	1,733	1,729	Incl. 1,512 animal husbandry, incl. 1,229 in Indian Manas (#1334)
Veterinary outreach & infrastructure	8	14,567	7,377	7,190	• E.g. wildlife transit recovery, treatment centre, disease management. • Mainly in Myanmar (#1337) and also in Indian Manas (#1334)
Provision of drinking water, pumps for wells / irrigation systems	4	2,763	1,386	1,377	Incl: • 78 water tanks, incl. 49 in Terai (#1309) • 4 irrigation systems in Myanmar (#1337, #1490) • Mainly in the Ghats (Deccan, #1345)
Participatory and technically suitable management plans	2	315	128	187	Mainly in Myanmar (#1337)
Land tenure management systems	3	5,358	2,799	2,559	• E.g. community forests, community-based areas • Mainly in Myanmar (#1490)
Alternative foods, fisheries, NTFP, beekeeping, other farming	9	3,408	1,934	1,474	Incl: • 215 beekeeping, incl. 195 Vidarbha (Deccan, #1487) • 29 fish farms, incl. 23 in Indian Manas (#1334) • Other farm: 99, incl. 98 in Valmiki (Terai, #1309) • 39 vermicomposts in Valmiki (Indian Terai, #1309) • 32 polyhouses in Valmiki (Indian Terai, #1309)
Nurseries, fodder grass, firewood, timber wood lots	4	3,332	1,670	1,662	• Incl. 29 nurseries, incl. 25 by FFI (14 in Myanmar (#1338), 11 in Sumatra (#1485)) • In particular in Myanmar (#1338)
New/alternative income opportunities					
Jobs created	11	7,394	2,868	4,526	• Mainly created in the Nepalese Terai (#1309, #1327), in particular in Chitwan and Parsa (#1309) • There is not a clear summary of the

					types of the jobs created • In Valmiki (#1309), jobs were created in cooperation with park authorities, engaging community members as nature guides, drivers, housekeeping. • Eco guides and nature lodge staff in Bhutan (#1341)
Ecotourism	7	1,364	586	778	• Mainly in Sumatra (#1311) and the Terai (in particular in Nepal), (#1309, #1327) • 131 tourist accommodations set up, incl. 103 homestays in Nepal (#1309, # 1327)
Microenterprises	6	955	516	439	• Mainly in the Deccan (#1487), Nepal (#1309) and Myanmar (#1338) • There is not a clear summary of the types of the microenterprises created • Incl: o Stitching/sewing machines, incl. 80 in Valmiki (Indian Terai, #1309) and 30 in the Deccan, (#1487) o 6 handlooms in Valmiki (Indian Terai, #1309) o Vocational training (e.g. in the production of fuel-efficient stoves, driving) o Community-based canteen in a forest Department tourist campus in Valmiki (Indian Terai, #1309) o 8 scented sticks making machines (Deccan, #1487) o 5 bakeries (Deccan, #1487) o 3 bio-disposable plates making machines (Deccan, #1487) o 1 oyster mushroom cultivation (Deccan, #1487) o Apiculture (see “improved practices for the management of resources”) o Homestays (see “ecotourism”) o Agricultural production (see “improved practices for the management of resources”) o Dairy production and selling (see “cooperatives created”)
Local products	6	1,579	1,222	357	• Mainly in the Deccan (#1487), Nepalese Terai (#1309) and Indian Manas (#1334) • E.g. essential oils, baskets
Other					
Cooperatives created	5	5,057	2,508	2,549	• Mainly in Chitwan-Parsa (Nepal, #1309) and Myanmar (#1338) • E.g. for dairy processing and selling (Nepal, #1309)

Microloans/community small grants	5	2,863	1,907	956	• Mainly in Indian Manas (#1334) and Nepalese Terai (#1309) • E.g. for investment in livestock, microenterprises
Total					
Total		**81,778**	**43,998**	**37,780**	
Source: ITHCP Phase I impact data sheet					

The relatively importance of livelihoods interventions varied significantly among the projects, in terms of the number of people reached as well as the in terms of the range of livelihoods activities promoted (see table 5). This is unsurprising, considering the diverse contexts the project operated in, e.g. with different population sizes and densities, different livelihoods and market opportunities, and different entry points and windows of opportunity vis-à-vis engaging in tiger conservation, as well as the different sizes of the grants received from ITHCP. Most of the livelihoods interventions observed by the evaluation team during the field visits were appropriate, but a few had not shown sufficient uptake or results for a variety of reasons (such as jute weaving in the Sundarbans, which turned out not to be an appropriate option due to costs of materials and limited market opportunities), and the projects had discontinued with promoting these (e.g. jute in the Indian Sundarbans).

Table 5: Overview of livelihoods interventions and beneficiaries per project

Code	Grantee	Country	No. of intervention types	No. of beneficiaries
1309	WWF Germany	Nepal, India	13	8,202
1311	WWF Germany	Indonesia	3	2,161
1610	YAPEKA			
1327	ZSL	Nepal, India	10	5,428
1700				
1334	Aaranyak	India	11	2,530
1337	WCS	Myanmar, India	7	26,339
1338	FFI	Myanmar	11	5,714
1341	DoFPS	Bhutan	7	2,841
1345	NCF	India	3	7,831
1485	FFI	Indonesia	5	3,270
1487	Maharashtra Forest Dept.	India	10	10,059
1490	Wildlife Asia	Myanmar	7	5,569
1491	WTI, WildTeam	India, Bangladesh	7	1,834
Source: ITHCP Phase I impact data sheet				

4.3 Impact

4.3.1 Impact on tiger conservation

Overall, ITHCP grantees reported a 25 pct. increase in tiger numbers across the project portfolio albeit with significant variations among the projects (see table 6). However, the data available on tiger numbers provided by the grantees is inaccurate due to methodical weaknesses in the data analysis leading to errors and discrepancies and are thus unreliable for assessing the actual change (see section 4.5.5 and annex 11). For 86 pct. of the project sites, which had available data, evidence of breeding was reported.

Any changes in tiger numbers or abundance cannot be attributed solely to ITHCP (even if data collection methodological flaws are rectified), since both government entities and NGOs also access other resources for tiger conservation work. Nonetheless, the ITHCP-funded projects clearly contributed to conservation efforts, enabling improvements in patrolling, increasing, awareness, and strengthening HWC mitigation. The livelihoods interventions reduced the need of the direct beneficiaries to collect natural resources, thereby reducing their exposure to HWC risk and the pressure they exerted on tiger habitats (albeit a small-scale reduction and thus not making a significant or observable impact on the habitat status, see section 4.3.2). Moreover, it is impossible to establish the counterfactual situation, so even in locations where tiger numbers remain unchanged or have declined, the situation could in principle have been worse without ITHCP.

For 66 pct. of the project sites, for which data is available, evidence of tiger recolonisation or changes in tiger distribution was reported. However, of the various ITHCP projects under Phase 1, only the project Maharashtra included landscape level interventions with a focus on enhancing tiger corridors. Hence, the assessment of tiger recolonisation/distribution changes is relevant only with respect to this project, since all other project locations had at least a small number of tigers, when the projects commenced. The Maharashtra project did report evidence of recolonisation/distribution change.

While no data was compiled at programme level on changes in prey densities for ITHCP Phase I (prey density was added as an indicator for Phase II-IV), the majority of grantees did collect such data (see section 4.5.5). Prey density reports compiled by grantees and park authorities as well as prey density assessment done by some grantees suggest that the national parks in the Terai generally have good prey densities, which could accommodate an increased number of tigers.

Table 6: Reported changes in tiger numbers across projects

Code	Grantee	Country	Number of tigers		Change
			Baseline	End	
1309	WWF	Nepal	127	111	-13%
		India	22	41	+86%
1311	WWF	Indonesia	14	23	+64%
1610	YAPEKA				
1327	ZSL	Nepal	78	142	+82%
1700		India	11	27	+145%
1334	Aaranyak	India	15	20	+33%
1337	WCS	Myanmar	*Unknown*	*9*	*N/A*
		India	*Unknown*	*1*	*N/A*
1338	FFI	Myanmar	*Unknown*	*8*	*N/A*
1341	DoFPS	Bhutan	12	23	+92%
1345	NCF	India	12	17	+42%
1485	FFI	Indonesia	114	66	-42%
1487	Maharashtra Forest Dept.	India	190	312	+64%
1490	Wildlife Asia	Myanmar	*Unknown*	*3*	*N/A*
1491	WTI	India	76	88	+16%
	WildTeam	Bangladesh	106	114	+8%
TOTAL			**770**	**966***	**25%***

Source: ITHCP Phase I impact data sheet

*In sites where baseline was known

4.3.2 Livelihoods impact

Beneficiary surveys conducted by eight of the projects indicate that 62 pct. of the respondents reported *an increased flow of tangible benefits that make a net positive contribution to their livelihood*, indicating that the 60 pct. target was likely achieved (see table 7). While there were significant differences among the projects, only one project was significantly below target, while four were well above target. Four projects collected information from beneficiaries on their income before and after the project phase I, and found an average income increase of 70 pct. albeit with much higher income increases in the Terai than elsewhere, possibly linked to the high level of tourism in Chitwan-Parsa. During the field visits, the evaluation team saw a broad range of livelihoods activities, which for the larger part had led to tangible livelihoods improvements, in particular, the direct beneficiaries reported increased incomes but improved energy beneficiaries also reported a reduced need for firewood, which in turn had reduced the dependency on natural resources and the time spent in forests/tiger habitats to collect natural resources.

Table 7: Overview of livelihood impact

Code	Grantee	Country	Household income increase	Respondents reporting a positive livelihood contribution
1309	WWF Germany	Nepal, India	108%	58%
1311	WWF Germany	Indonesia	21%	-
1610	YAPEKA			
1327	ZSL	Nepal, India	116%	-
1700				
1334	Aaranyak	India	-	54%
1337	WCS	Myanmar, India	-	-
1338	FFI	Myanmar	-	90%
1341	DoFPS	Bhutan	-	61%
1345	NCF	India	-	81%
1485	FFI	Indonesia	-	90%
1487	Maharashtra Forest Dept.	India	-	23%
1490	Wildlife Asia	Myanmar	-	-
1491	WTI, WildTeam	India, Bangladesh	36%	69%
TOTAL			**70%**	**62%**

Source: sociological surveys carried out by the projects – ITHCP Phase I impact data sheet

With a total of 81,778 direct livelihoods beneficiaries, the projects were only able to directly reach a small proportion of the total population living in the proximity of in the targeted tiger habitats. As such, the projects have not directly been able to significantly reduce the overall livelihoods-driven pressure on the tiger habitats and their natural resources, nor would this be realistic to expect of the projects, considering the resources available and the high population density surrounding many of the targeted tiger habitats, especially in South Asia. The project in Tanintharyi, Myanmar (1338, FFI) reported having reached 50 pct. of the population in its target landscape, but the overall population in the area is low. The other three projects (1309, 1327, 1487) that reported on the share of the population in the target landscape only reached minor proportion.

4.3.3 Innovation, catalytic effect and transformative impact

ITHCP was not designed with a view towards promoting innovation or having catalytic effects. However, achieving a livelihood impact at a scale that would also have a significant and tangible positive impact on the tiger habitats would require that the livelihoods solutions promoted were replicated to a significant extent, either by government entities, the private sector, other civil society organisations, by the CBOs supported by the projects, or spontaneously by other households. No data is available on the upscaling. However, spontaneous replication by other community members in general appeared limited, as did replication and upscaling by community development actors, incl. local authorities and NGOs. Nonetheless, during the field visits, the evaluation teams came across some small-scale examples of replication, demonstrating there is replication potential at least for some of the livelihood options. At the institutional level, a number of grantees are using similar livelihood approaches in other projects, for example, for WWF and ZSL the ITHCP funded project is part of their larger and longer-term engagement in the tiger habitats in the Terai. Moreover, there is indication of some spontaneous replication of certain livelihood options. For example, the community homestay associations visited in Nepal indicated a considerable interest form others to join, and community members trained on the production of fuel-efficient stoves in the Indian Sundarbans were making an income from selling stoves. Similarly, there appeared to be spontaneous replication of the predator-proof corrals in the Terai.

However, there were no systematic efforts in design or implementation of ITHCP or the projects to promote replication and upscaling by other actors in the landscape, such as government entities and civil society organisations with a rural development mandate. Nonetheless, in the Indian Terai, the grantee engaged in dialogue with local authorities to prioritise to invest in communities in forest areas.

At the programme level, ITHCP Phase I was mainly conceived as a grant-making mechanism for on-the-ground project implementation for: a) supporting protected areas authorities vis-à-vis implementing their work plans (in essence subsiding their budgets with additional resources to increase the level of activity) and strengthening their capacities, b) implementing concreted measures in project areas to reduce HWC, and c) investing in tangible livelihoods improvements for direct beneficiaries.

While ITHCP Phase I did finance three studies, it did not have dedicated components or expected results vis-à-vis knowledge generation, innovation, and catalytic effects. ITHCP project experiences and results were not systematically used as a lever for advocacy and policy influence. Nor did ITHCP engage in testing innovations for improved management of tiger habitats. Overall, potential opportunities for wider and more transformative impacts were not systematically pursued. For example, ITHCP Phase I did not aim to influence key economic development actors and processes in the targeted landscapes/areas to mainstream tiger and habitat conservation in their decision process. Nor did ITHCP question or assess the effectiveness and wider biodiversity implications of common habitat management practices or explore alternatives and innovations drawing on international experience.

4.4 Contextual factors

4.4.1 Status of assumptions

The delivery of the intended results of ITHCP hinged on a number of assumptions regarding the context in which the project operated, related to the conduciveness and sufficiency of policies, legal and institutional frameworks, law enforcement, economic and other incentives, community willingness, and multistakeholder cooperation. In general, these assumptions held true, either fully or partially, according to grantees (see figure 2), and there is no evidence of the projects and the delivery of outputs and outcomes being significantly hampered by shortcomings in the status of the assumptions. For the most part, tiger conservation stakeholders cooperated well in tiger conservation.

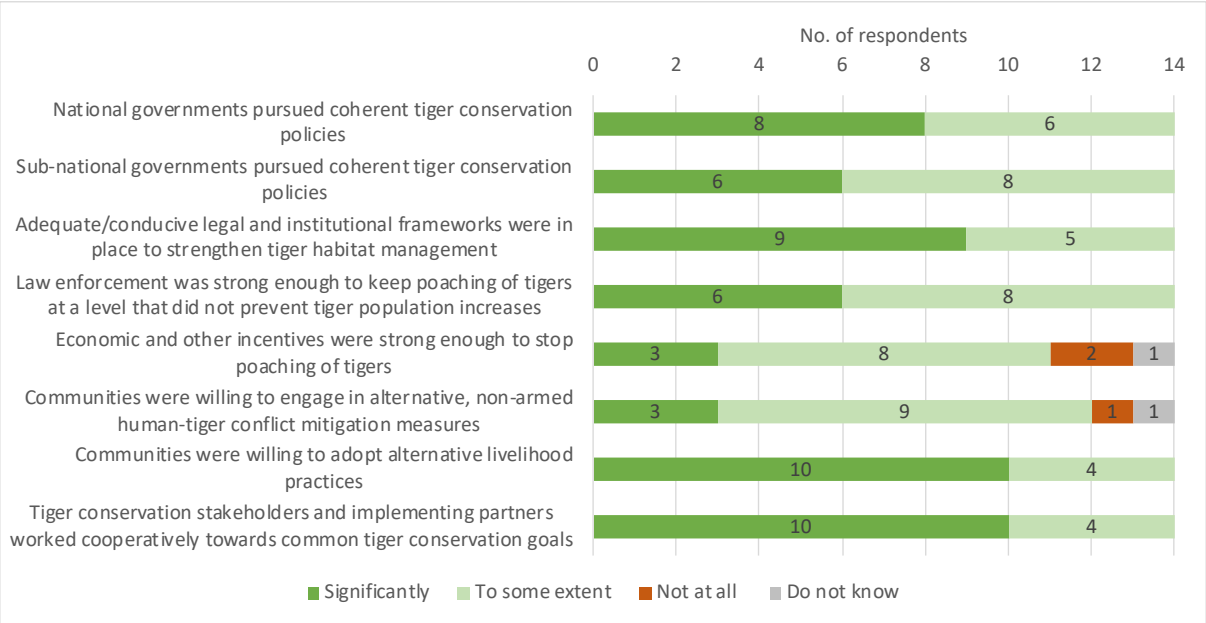
Overall, national conservation policies appear somewhat more conducive for tiger conservation than sub-national policies, but there is scope for improvement at both levels in a number of countries. In in some cases, projects reportedly have contributed to improvements in the policy framework, such as influencing state policy in Maharashtra and national policy in India vis-à-vis the management of corridors, buffer zones and multi-use areas between protected areas. Overall, no evidence have been found of shortcomings in the policy frameworks significanly affecting project results.

While legal and institutional frameworks were adequate in most locations, law enforcement was in a number of locations not entirely sufficient, as evidenced by the fact that poaching and killing of cats still occurred. ITHCP reported that there was significant poaching and retaliatory killings in Maharashtra (Deccan), e.g. with 460 leopards killed in in 2018, including a number of cats killed in the project area. Moreover, incidents of tiger poaching occurred in Sumatra. However, there is no evidence of poaching being a major factor preventing tiger population increases, in most location a population increased is reported, although the tiger population in Sumatra has declined significantly, but this seems to be driven by loss of habitat rather than poaching.

Economic and other incentives were in most project locations only partly sufficient to prevent poaching and more rarely fully sufficient or entirely insufficient. Communities were willing to adopt alternative livelihoods practices, but the willingness to engage in HTC mitigation measures was more uneven, albeit in most locations still with a general degree of willingness. Overall, HWC reportedly continued to occur across India, e.g. with cases of people being killed by tigers and retaliatory killings of tigers (and leopards) in Maharashtra and leopards in Assam (although only affecting a few ITHCP project locations, see section 4.2.1).

Moreover, increased movement of tigers in middle and high altitudes in India, Nepal and Bhutan might on one hand provide a future basis for well-connected populations from low to high altitudes, allowing for tiger populations colonising higher altitudes, when/if climate change disrupt habitats at lower altitudes. However, this would also mean that tigers establish themselves outside protected areas, e.g. in community forests in Nepal's Churia Hills.

Figure 2: Extent to which assumptions held true



Source: online survey with grantee staff

4.4.2 Status of foreseen risks

In most cases, the different risks that were identified during the design of ITHCP did not affect the projects significantly, but often they did have some degree of negative influence (see figure 3).

In most locations, tiger populations were not affected by disease. However, African swine fever occurred widely in South Asia, including in ITHCP project locations in Indonesia and Myanmar, affecting households and there were concerns that it would also affect prey populations; in Southeast Asia wild pigs are a main prey species for tigers, due to low densities of ungulates. Similarly, there were occurrences of canine distemper virus, and reportedly there were some incidents of tigers being infected. In the Deccan, cases of tigers succumbing to parvovirus were reported. In Myanmar, the cattle vaccinations carried out by one project, has likely contributed to reducing the risk of infection of prey animals.

Infrastructure development, agricultural expansion and other land use change affected almost two-thirds of the projects, but in most cases, the effect on the project appears to have been modest. In India and Nepal road and rail infrastructure is affecting tiger. For example, there have been incidents of tigers being killed in road accidents on the border between the two countries, and a rhino was killed by a train on a railroad section crossing part of the buffer area of Valmiki. Moreover, proposed and planned road and railway expansions in both countries are a future threat, such as a railway line crossing Melghat Tiger Reserve (Vidarbha, Deccan), a highway. Moreover, railway and highway expansions in the Nepalese Terai may impact tiger habitats near Chitwan (an IUCN study on the impact of these on tiger habitat was completed in 2018 and published). In Bangladesh, a coal-fired power plant has been constructed 14 km upstream of the Sundarbans, and a large port is under construction on the edge of the Sundarbans, adjacent to a river dolphin sanctuary. In both the Indian Manas and Sumatra,

agricultural encroachment in tiger habitats is a risk. In Sumatra, this may be a reason for increasing incidents of (often malnourished) tigers straying into human landscapes, such as oil palm plantations.

Approximately half the projects reported being negatively affected, at least partly, by development plans in other sectors, indicating that while conservation policies were in general reasonable or good, the national and sub-national policies in different sectors were not always adequately aligned and coherent with each other, and conservation policies may have been overruled by economic development interests, for example in relation to infrastructure development or agricultural expansion.

In one-third of the projects, natural hazards had a negative effect on tiger and prey populations. Moreover, two-thirds of the project experienced a negative effect on the alternative livelihoods promoted as well as overall community resilience. For example, annual monsoons have caused floods in Northeast India (especially in Kaziranga, 1337), which caused annual causalities, incl. some tigers – on the livelihoods side, such incidents force communities to congregate in dry areas, increasing the risk of COVID-19 transmission. In Chitwan, floods related to the monsoon has washed rhinos and crocodiles downstream and into India. Floods also occurred in the Karen Hills (Myanmar), as did fire. The Sundarbans were hit by cyclones three times, which hampered project implementation and affected local communities. The preparation of the full project proposals for both Terai projects was delayed by major earthquakes in Nepal. Haze from widespread forest fires delayed activities in Sumatra due to the health risk.

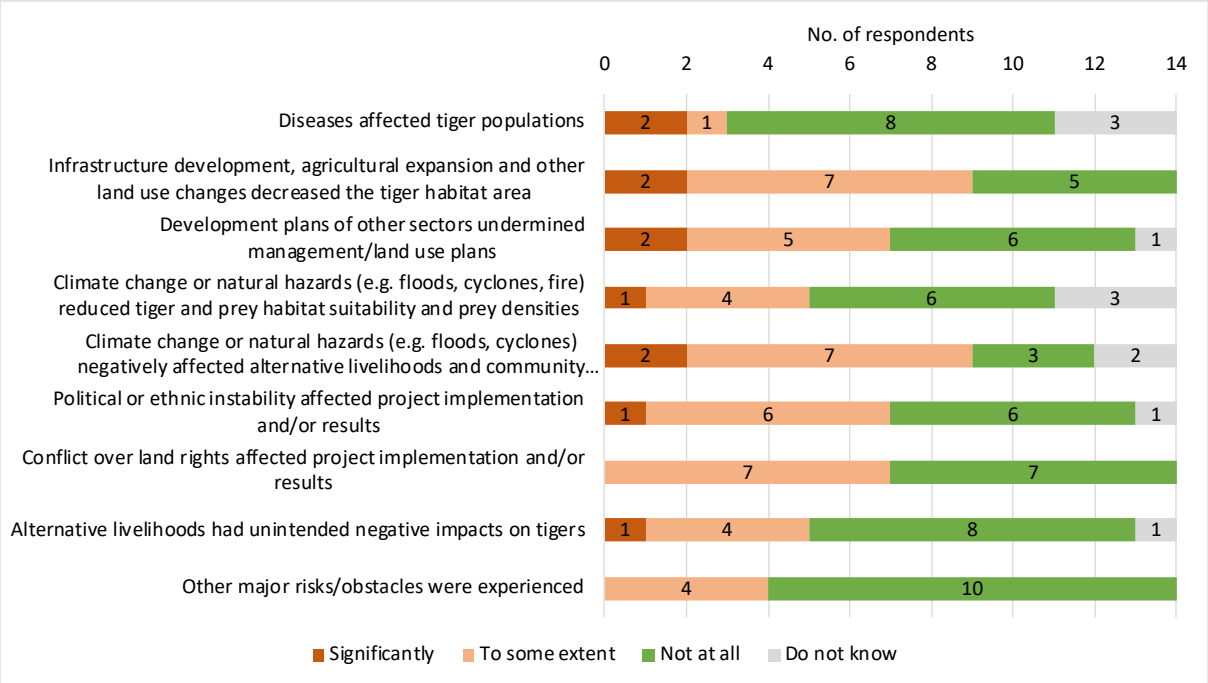
Half the projects were negatively affected by political or ethnic instability. Moreover, half were affected by land conflict. The projects in Myanmar were in particular affected, with the projects' phase II being disrupted by the military coup in February 2021 although the two single-country projects were provided with small-scale emergency funding and the transboundary project continuing with a focus on the sites in India. While the coup did not affect Phase I of the projects, the project in Tanintharyi operated in a politically sensitive area with conflict between the army and Karen organisations. This required that the grantee operated sensitively to avoid conflict; in the early stages of the project, the relationship with Karen communities was difficult for the grantee (FFI), with accusations of ignoring indigenous peoples needs and traditional land rights, but the relationship improved significantly over time, partly due to facilitation by IUCN Myanmar.

Land tenure was a challenge for the projects in Myanmar and Northeast India, where differences between customary land tenure and rights and officials land tenure systems could conflict with each other.

Local political issues also had some bearings for ITHCP projects, such as delayed formulation of the full project proposal for the Indian Manas due to local elections, and tensions between two factions of local communities in Central Sumatra requiring sensitivity from the grantee to avoid being entangled in the tensions. However, the most profound implication of domestic politics was the termination of the MoU between WWF Indonesia and the Ministry of Environment and Forestry Indonesia, which meant that WWF could not implement Phase II of their project in Sumatra; this was mitigated by ITHCP providing the next ITHCP grant directly to the Indonesian partners (YAPEKA), but the expertise and project implementation capacity of WWF was largely lost to the project.

Surprisingly, in one-third of the projects, alternative livelihoods had at least some unintended negative effects on tigers, but none of the respondents provided information about the nature of these.

Figure 3: Extent to which the projects were affected by external risks or obstacles



Source: online survey with grantee staff

4.4.3 Implications of the COVID-19 pandemic

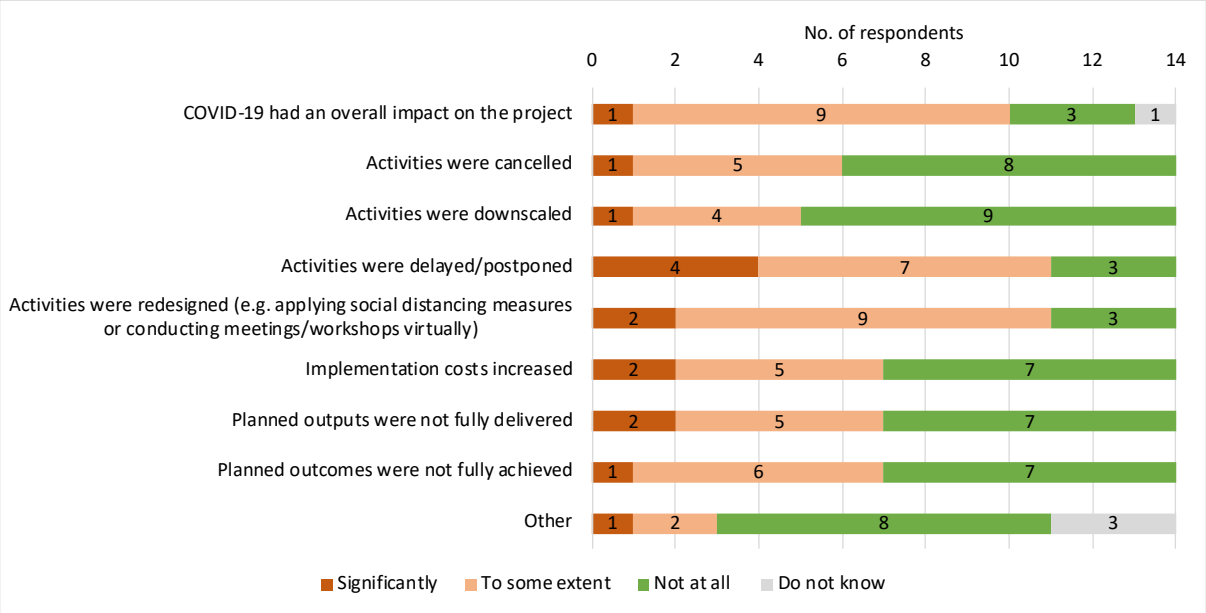
Unsurprisingly, the COVID-19 pandemic had major implications for project delivery as well as the overall programme supervision and management (see figure 4). At the programme level, field visits were impossible for an extended period, and plans to bring grantees together for a second programme workshops were postponed (the workshop is tentatively planned to be held in 2023).

At the project level, COVID-19 caused some delays and also had some impact on the delivery of project activities, outputs and outcomes, but overall, most projects were able to complete the field work for Phase I. Five projects had completed their Phase I by end 2019, before the onset of the pandemic.

Two-third of the projects report that COVID-19 to some extent had an impact on overall project delivery (see figure 4). Social distancing restrictions limited the possibility to travel field sites and to bring people together and the willingness of people to participate in activities was also a challenge. In three-quarters of the projects, some activities were postponed/delayed. A similar proportion had to redesign some activities, in response to social-distancing requirements. More rarely, activities were downscaled or cancelled. Half the projects experienced that the delivery of outputs and achievement of outcomes was affected by COVID-19, whereas the other half report full delivery despite COVID-19. Moreover, half the projects report that the changes made resulted in increased implementation costs.

In addition to the implementation challenges related to COVID-19, a couple of grantees also reported effects on livelihoods, such as disruption of market access and people working in cities returned to their villages due to unemployment, thereby increasing the demand for land, food, and housing.

Figure 4: Impact of COVID-19 pandemic on ITHCP projects



Source: online survey with grantee staff

4.4.4 Human rights risk responses

Human rights: An unforeseen risk was alleged human rights violations committed by law enforcement staff in response to criminal offences, with a case of violence reported in India and a series of cases in Chitwan, Nepal. The incidents in Nepal had major implications for ITHCP in Nepal. In Chitwan, the Nepalese army and the Park authorities were accused of human rights violations in relation to a series of incidents after 174 households were voluntarily moved out of a district of the National Park. Subsequently, ten households, illegally returned to the National Park and their property was burned. In a related incident, an individual illegally harvesting products from the park was arrested by the army and died ten days after release from custody. The responsible officers were arrested, went on trial, and were sentenced to prison. Human rights abuse allegations aimed at WWF Nepal were made in the press, but WWF was cleared by an independent review (https://wwfint.awsassets.panda.org/downloads/independent_review___independent_panel_of_experts__final_report_24_nov_2020.pdf). While the investigation was underway, disbursements from ITHCP to WWF were suspended, thereby delaying the implementation. As a result of this incident, ITHCP's environmental and social management system (ESMS) procedures were overhauled.

Moreover, it was decided as a risk reduction measure (and since KfW policies only allow for engagement with civilian authorities) that in Nepal, ITHCP Phase II would not fund law enforcement interventions with the authorities. While this is an effective risk reduction measure,

several stakeholders indicate that it has negative implications for the effectiveness of the projects vis-à-vis tiger conservation, as the patrolling and law enforcement capacity, i.e. staff capacities and the availability of adequate infrastructure and equipment, is essential for tiger conservation. Moreover, lack of engagement in law enforcement could lead to a progressive weakening of the relationship with protected area authorities. While ITHCP still supports community-based patrolling, this does not replace the need for formal patrolling and legal action taken by authorities. Considering that the grantee was cleared vis-à-vis the allegations of misconduct and that the legal system in Nepal took appropriate action, this mitigation measure appears overly cautious, when considering the implications for tiger conservation effectiveness. While KfW cannot support Nepal's armed forces, it would in principle have been possible to maintain an engagement with the park authorities and support authorities in addressing gaps vis-à-vis upholding human rights.

Another example of a measure applied to avoid human rights violations, was the choice not to support a project proposal that was linked to voluntary resettlement of communities to create inviolate spaces for tigers, despite voluntary relocation of villages in forests have proven very effective vis-à-vis increasing tiger populations in a short time span. This is understandable, considering the potential social risks associated with relocations, even if voluntarily, in case the relocations are not carried out with great care and adequate support for establishing proper conditions and livelihoods opportunities. However, for biodiversity and endangered species globally, and tigers in densely populated South Asia in particular, lack of space/suited habitats is the largest challenge.

4.4.5 Possible negative effects on biodiversity

Some of the habitat management practices supported by ITHCP could have had negative effects, but the extent to which such negative effects have materialized cannot be assessed, since no ecological and species data from the specific locations of the habitat management activities or assessments of implications of the habitat management practices were available. Five ITHCP-funded projects provided support for habitat management activities implemented by protected area authorities.

The common practices applied by protected area authorities in the Terai of artificially maintaining grasslands or artificially creating watering holes/wetlands to increase prey abundance and ultimately the number of tigers to meet ambitious targets vis-à-vis increasing tiger populations, have the inbuilt risk that when the populations are augmented beyond the natural carrying capacity of the land, then animals may increasingly enter settled areas, thereby increasing HWC.

Moreover, the maintenance of open areas for grazing is mainly done by protected area authorities with tractor-pulled cutters or burning. However, considerable global evidence suggesting that the use of heavy machinery can have a limiting effect on the overall biodiversity in the grassland, as grasses are favoured over other species of flowering plants, which in turn affects the prevalence of species depending on these, such as pollinators (e.g. butterflies, bees), as grasses are wind pollinated. Conservation efforts in other parts of the world use controlled grazing or hand-held cutting for grassland conservation, instead of moving by machine, as this has proven more effective for maintaining biodiversity. In Kanha National Park in India (not supported by ITHCP), extensive clearing of grasslands to increase the prevalence of tiger prey (chital) lead to a near collapse of the national park's barasingha population (barasingha

is classified by IUCN as “vulnerable”). Moreover, burning for grassland management may have negative effects on herpetofauna, although burning can also have a positive effect on other species. There is thus a risk that ITHCP supported grassland management practices may have had some negative effect on the general biodiversity.

4.5 Efficiency

4.5.1 Implementation timeliness

The financing agreement between KfW and IUCN was signed on 18 December 2013. It stipulated an expectation that all funds should be disbursed no later than 31 December 2018. However, the agreement was subsequently extended by four years, till 31 December 2022, since it proved unfeasible to fully spend the funding by end 2018, as described in the following.

Initial delay was experienced vis-à-vis the recruitment of the ITHCP Secretariat staff, and there was also a minor delay in the appointment of the PAC. During the first ten months after the signing of the financing agreements, the operational procedures for ITHCP were elaborated.

The first call for proposals for concept notes was launched on 15 October 2014, and the concept notes were received on 30 November 2014. The PAC reviewed the concept notes on 2-4 February 2015 and the PC approved the selection of concept notes for funding on 24 February 2015. Each successful concept note proponent was provided with a small project preparation grant and were on 23 March 2015 invited to submit a full project proposal on 31 May 2015. The first two projects commenced on 4 August 2015 (date of grant agreement signature), almost two years after the KfW-IUCN financing agreement was signed (see table 8). Three projects commenced in August-December 2015, and another three projects in February-June 2016.

The second call for proposals for concept notes was launched on 10 June 2015, and the concept notes were received on 12 July 2015. Based on the experiences and delays experienced with the first call for proposals, this was done earlier than initially planned. The PAC reviewed the concept notes on 26 August 2015 and the PC approved the selection of concept notes for funding on 10 October 2015. Again, the successful proponents were provided with project preparation grants. The deadline for submitting full project proposals was on 15 March 2016. The PAC reviewed the full proposals on 18-19 April 2016. To projects commenced in December 2016, and another in April 2017.

KfW and IUCN held an appraisal meeting on 18-19 April 2018, after the MTE, and discussed the possibility of extending Phase I and receiving an additional grant for a Phase II.

The last project was selected outside the normal call for proposals procedure, due to a strategic decision to engage in the Sundarbans tiger habitat. This decision was well justified, since the Sundarbans has a large tiger population, it is the only mangrove tiger habitat and the tigers display a number of adaptations to the mangrove ecosystem the level of HTC is very high, it is the only remaining tiger habitat in Bangladesh, and the level of investment in tiger conservation is low compared to other important habitats in South Asia, especially in the Bangladesh part. The grantees for this project did not receive a project preparation grant, and the project commended in June 2018.

On 10 January 2020, the PAC met to discuss extensions of the Phase I grants. Two add-on grants with unspent funds provided to two existing projects in September 2020 and March 2022.

The first 11 projects were all scheduled to end on 31 December 2018, but all of them were given no-cost extension. The last project was scheduled to end on 30 June 2019 but was also extended. Only the two small add-on grants were fully spent by the planned end date. The extensions were for seven to 33 months.

These extensions were made due to a range of delays experienced by the projects, mainly due to external factors. Major reasons for delays are described below.

- Natural hazards (geological hazards were not identified as a risk in the Phase I results framework, although several tiger landscapes are located in seismically active zone):
    - The projects in the Terai (1309, 1327) were delayed in the submission of the full project proposal due to earthquakes in Nepal
- Political change (political stability was an assumption in the Phase I results framework):
    - One project in Assam, India (1334) was delayed in the submission of the full project due to local elections
    - The transboundary project in India-Myanmar (1337) was delayed due to political difficulties vis-à-vis entering in parts of Northern Myanmar, but also due to a delayed start of livelihoods activities in India
- Government approval and bureaucracy (bureaucracy-related delays were not identified as a risk in the Phase I results framework):
    - The start of the project in the Sundarbans (1491) was delayed due to difficulties with obtaining permissions in Bangladesh
    - The project in Bhutan (1341) experienced delays due to financial processes in the country
- Rule of law and governance (rule of law issues were not identified as a risk in the Phase I results framework):
    - The project in the Deccan (1487) also experienced minor start-up delays due to an investigation of human rights violations
    - The funding for project in the Terai (1309) was frozen while the above-described accusations of human rights violations were investigated, causing major delays in activity implementation
    - One project in Myanmar (1338) was delayed as funding was frozen while allegations of not respecting indigenous peoples' land rights were investigated
- Health hazards: (health hazards were not identified as a risk in the Phase I results framework)
    - One project in Sumatra (1485) was delayed due to the earlier described health hazards related to smoke from wide-spread forest fires
    - The COVID-19 pandemic also caused delays at both programme and project levels (see section 4.2.3), ad delayed the closure of Phase I projects
- Project design (grantee project design capacities were not identified as a risk in the Phase I results framework):
    - The start of one project in the Deccan (1345) was delayed due to a need for major revisions to its design
    - The start of one project in the Deccan (1487) was delayed due to a complex project setup with a large number of partners
    - ESMS work caused delays, but this mainly affected Phase II

Table 8: Project start and completion dates

Code	Grantee	Start	Contract end date	Actual End	Months extended
1309	WWF Germany	15/02/16	31/12/18	30/11/20	23
1311	WWF Germany	04/08/15	31/12/18	31/07/19	7
1610	YAPEKA	15/09/20	30/06/21	30/06/21	-
1327	ZSL	16/02/16	31/12/18	30/09/19	9
1700		09/03/22	31/08/22	31/08/22	-
1334	Aaranyak	26/10/15	31/12/18	30/09/21	33
1337	WCS	04/08/15	31/12/18	31/12/19	12
1338	FFI	09/12/15	31/12/18	30/11/20	23
1341	DoFPS	22/12/15	31/12/18	30/11/20	23
1345	NCF	04/06/16	31/12/18	30/09/21	33
1485	FFI	16/12/16	31/12/18	31/12/19	12
1487	Maharashtra Forest Dept.	06/12/16	31/12/18	31/03/21	27
1490	Wildlife Asia	13/04/17	31/12/18	30/09/19	9
1491	WTI, WildTeam	06/06/18	30/06/19	30/11/20	17

4.5.2 Cost effectiveness

As of 31 December 2022, the spending under ITHCP Phase I was as follows:

- Projects: EUR 17,391,999.19 (87.0 pct.)
- Studies: EUR 192,325.00 (1.0 pct.)
- Project preparation grants: EUR 183,557.40 (0.9 pct.)
- IUCN management and administration: EUR 2,232,118.41 (11.2 pct.)

The costs of IUCN management and administration cost appear a somewhat on the high side, but at a reasonable level; for example, at 11 pct. they are a bit lower than the United Nation's standard 13 pct. for administration and indirect support costs. The costs reflect the considerable effort IUCN put into management, coordination, supervision and support for grantees, involving the two-person ITHCP Secretariat in IUCN headquarters in Switzerland, supervision missions carried out by the ITHCP Secretariat and regional office in Bangkok and country offices, financial administrative support, technical inputs e.g. vis-à-vis ESMS, and oversight by senior managers. Moreover, operation and salary costs in Switzerland are high.

Adhering to KfW rules and regulations, ITHCP grant procedures imposed a cap of 6.25 pct. on indirect costs (overheads) incurred by grantees and ten pct. on staff costs and equipment. Considering the nature of the projects, these caps were set at a fairly low level. Moreover, grantees were required to provide at least 17 pct. match funding.

While ITHCP Phase I experienced significant delays, surprisingly, these delays do not appear to have significantly increased administration and management costs. At the programme level the extension period overlapped with the subsequent phases of ITHCP, which covered ITHCP administration costs.

4.5.3 Budget adequacy

Overall, ITHCP Phase I enjoyed a substantial grant from the Government of Germany, and comparatively large for tiger conservation grants. KfW and IUCN found the available resources for the four ITHCP phases sufficient compared to the absorption capacities of IUCN and the grantees (see table 9), and did thus not engage in fund mobilisation, also acknowledging that bringing in additional donors would most come with additional transaction costs, e.g. vis-à-vis

programme governance arrangements and technical and financial reporting adhering to different requirement of different donors. The table below provided an overview of the total amount provided by the Government of Germany for ITHCP.

Table 9: ITHCP grants and phases

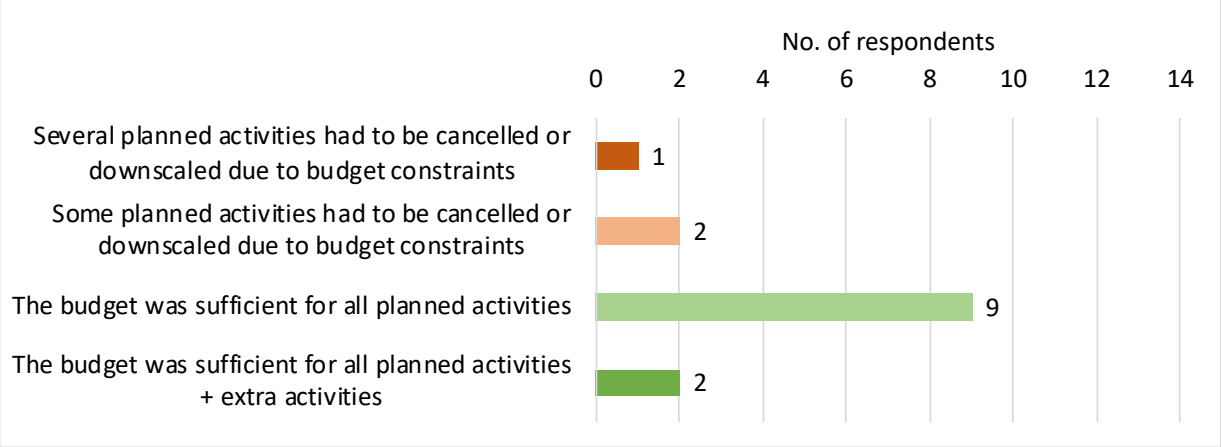
Phase	Amount (EUR)	Start	End	Preparation	Implementation
I	20,000,000	18/12/13	31/12/22	2014-2015	2015-2022
II	7,500,000	04/12/18	30/12/23	2019-2020	2021-2023
III	5,000,000	11/12/20	30/12/24	2021-2022	2022-2024
IV, 1st tranche	2,500,000	08/11/21	07/11/25	2021-2022	2022-2025
IV, 2nd tranche	12,500,000	30/05/2022	29/05/2027	2022-2023	2023-2027

At the project level, the grant size varied considerably from EUR 500,000 (1490, Myanmar) to EUR 2,870,000 (1327+1700, Nepal and India). Nonetheless, for most projects, the grant was sufficient for the implementation of all planned activities, and a couple of projects were also able to implement some additional activities (see figure 5). Only three projects reported that the grant was insufficient for the implementation of all planned activities.

However, while the overall budgets were sufficient, the restrictions in terms of the proportion of the budget that could be spent on different cost types was a challenge for some grantees. The maximum of ten pct. allowed to be spent on staffing was a constraint since the nature of the projects required significant staff time on the ground, especially vis-à-vis working with communities. One grantee found the restrictions challenging vis-à-vis the balance between infrastructure and community livelihoods. In response to these constraints, the allowed proportions were adjusted in the following phases of ITHCP, e.g. with an increased ceiling for staff costs. (12 pct. in Phase II, 15 pct. in Phase III-IV). Similarly, the rule that no more than 15 pct. could pay as advances, sometimes complicated procurement, e.g. when suppliers demanded a 50 pct. advance.

Moreover, the overall global investment needs vis-à-vis tiger conservation and habitat management were larger than the resources available to the responsible authorities, as was the demand for livelihoods improvements from the population within and in the vicinity of tiger habitats. The field visit revealed that at least some grantees would have been able to absorb further funding, whether from ITHCP or other sources.

Figure 5: Budget sufficiency for the implementation of planned activities



Source: online survey with grantee staff

4.5.4 Programme governance and management

Being the highest decision-making body of ITHCP, the PC is responsible for oversight and strategic decision-making. In practice, the PC's primary role has been to decide which projects ITHCP should fund. This has been done based on the applications received, PAC recommendations, and strategic considerations. In most cases, the PC followed the recommendations of the PAC, but a small number of projects recommended by the PAC were not selected by the PC; the PC meeting minutes provide brief explanations of the reasons.

The PAC comprises experts with expertise in different aspects of species conservation, incl. expertise in species and habitat conservation, protected area management, and sociological aspects. The PAC has mainly been involved in the assessment of concept notes received, and for the second call, also in the assessment of the full project proposals. The assessment had been done on the basis of the selection criteria in the operational manual. Moreover, the PAC convened in 2020 to discuss extensions of the Phase I grants. However, the expertise of the PAC was not utilised to support the programme and projects in other ways, e.g. in the development of operational manual.

The ITHCP Secretariat has carried out days-to-day programme management and is the primary contact point for KfW as well as for the grantees. This includes leading on the elaboration of operational procedures (in dialogue with KfW) follow-up, ensuring that projects adhere to ITHCP rules and procedures, and compiling technical reports at the programme level, based on the reporting received from the projects. The Secretariat has been supported by other IUCN Headquarter staff, e.g. in relation to financial administration and specific technical inputs, in particular in relation to the elaboration of the ITHCP operational procedures and the development of ESMS procedures and support to grantees.

Overall, KfW has been a very proactive donor, for example engaging significantly in the elaboration of operational procedures and of the ESMS as well as providing technical support for the livelihoods element of the programme, with inputs from both KfW staff and consultants engaged by KfW. KfW staff have also participated in field visits. There has been frequent interaction and dialogue between KfW and the ITHCP Secretariat.

The ITHCP Secretariat is located in IUCN's headquarters in Switzerland and does not have a direct presence in the tiger countries. Day-to-day interaction with the grantees has been handled directly by the ITHCP Secretariat without the involvement of IUCN's Asia Regional Office

or the country offices in the project countries (IUCN has offices in Bangladesh, India, Myanmar and Nepal, but not in Bhutan or Indonesia). Nonetheless, the ITHCP Secretariat and the Asia Regional Office have signed an internal agreement, where the Regional Office and the country offices carry out supervision visits to ITHCP-funded projects and report back to the ITHCP Secretariat; the Regional Office receives a budget allocation from ITHCP to cover the costs and staff time associated with this. This arrangement has contributed to reducing the costs (although mainly for Phase II-IV) and increasing the frequency of supervision visits to the projects and was particularly useful during the COVID-19 pandemic, during which was impossible for the ITHCP Secretariat staff to visit the projects.

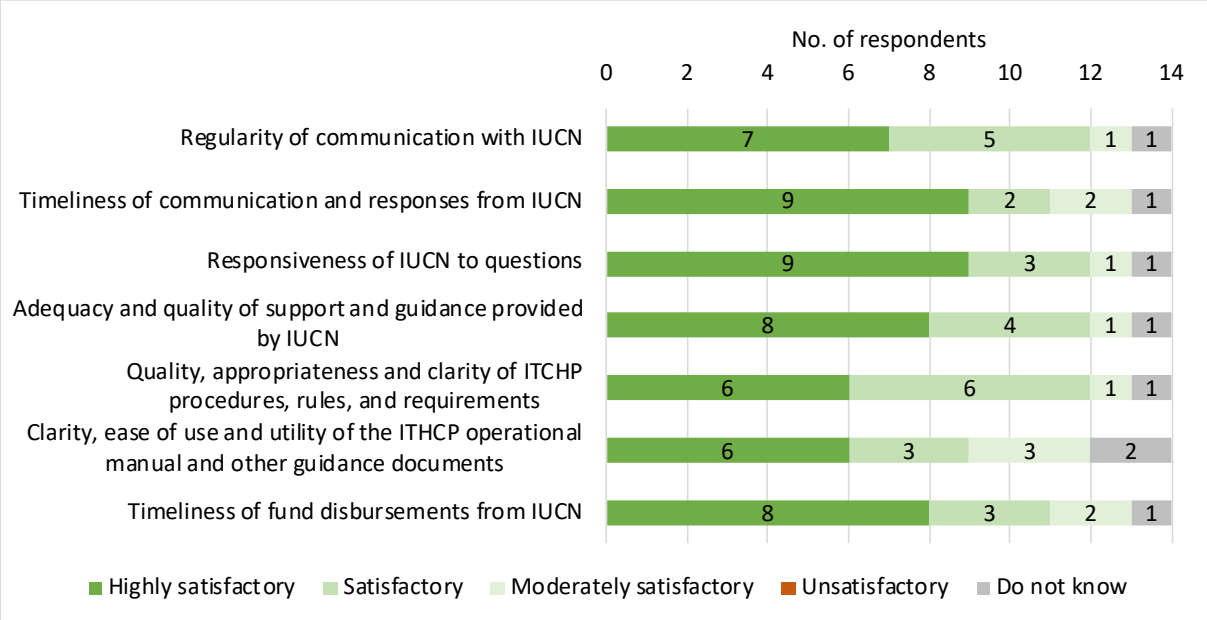
Overall, there has been both some advantages and disadvantages associated with the location of the ITHCP Secretariat in the headquarters instead of in the region. The main advantages and disadvantages are presented in table 10. Overall, the advantages have been the proximity to KfW, which has facilitated dialogue and cooperation, proximity to IUCN's headquarter capacities, e.g. vis-à-vis managing large grant-making mechanisms and ESMS, and global visibility within IUCN. The disadvantages have been the distance to the tiger countries, which has limited the opportunity for using ITHCP as a lever for strategic dialogue and advocacy with key tiger conservation actors, especially governments, limited the opportunity for linking to other IUCN initiatives in the region, and limited direct interaction with grantees and supervision, while increased salary and travel costs.

Table 10: Advantages and disadvantages of ITHCP Secretariat location in IUCN HQ

Dimension	Advantages	Disadvantages
Strategic dialogue	• Proximity to the global advocacy functions of IUCN and visibility within IUCN	• Distance to key tiger conservation actors, such as national and sub-national governments, limiting opportunities for engaging in strategic dialogue on tiger and tiger habitat conservation • Limited possibility for regional/country IUCN staff to use ITHCP for leverage in regional and country level dialogue and advocacy
IUCN capacity	• Access to IUCN's core expertise and capacity vis-à-vis managing the grant-making mechanism – the location in HQ is common practice for grant mechanisms • Access to IUCN's global technical expertise, e.g. vis-à-vis ESMS •	• Limited options for using regional staff's understanding of context • Limited possibility to link ITHCP efforts to other IUCN initiatives in the region and ITHCP project countries
Donor relations	• Proximity to the KfW and location in the same time zone, facilitating KfW-IUCN cooperation and dialogue	
Grantee relations		• Dependency on virtual communication, with somewhat less opportunity for frequent direct interaction and field visits
Costs		• High salary costs • High travel costs vis-à-vis visiting projects • Increased carbon footprint associated with travelling.

Overall, the ITHCP management and the support the grantees has worked very well and to a high degree of satisfaction among grantee (see figure 6). Most grantees have been fully satisfied with all dimensions of programme management and support, and among these, a large proportion have been highly satisfied. Only a small number of grantees have expressed only a moderate degree of satisfaction, and none have expressed dissatisfaction. There was a particularly high degree of satisfaction with the responsiveness of IUCN, whereas the level of satisfaction was lower, albeit still high, in relation to written guidelines. This, and the ability to cooperate closely with KfW indicates that the ITHCP Secretariat was not negatively impacted by staff constraints and it was sufficiently supported by IUCN's administrative functions. However, it is also clear that the workload of the two-person secretariat was considerable, and posed limitations, e.g. towards a more substantial promotion of peer learning among projects.

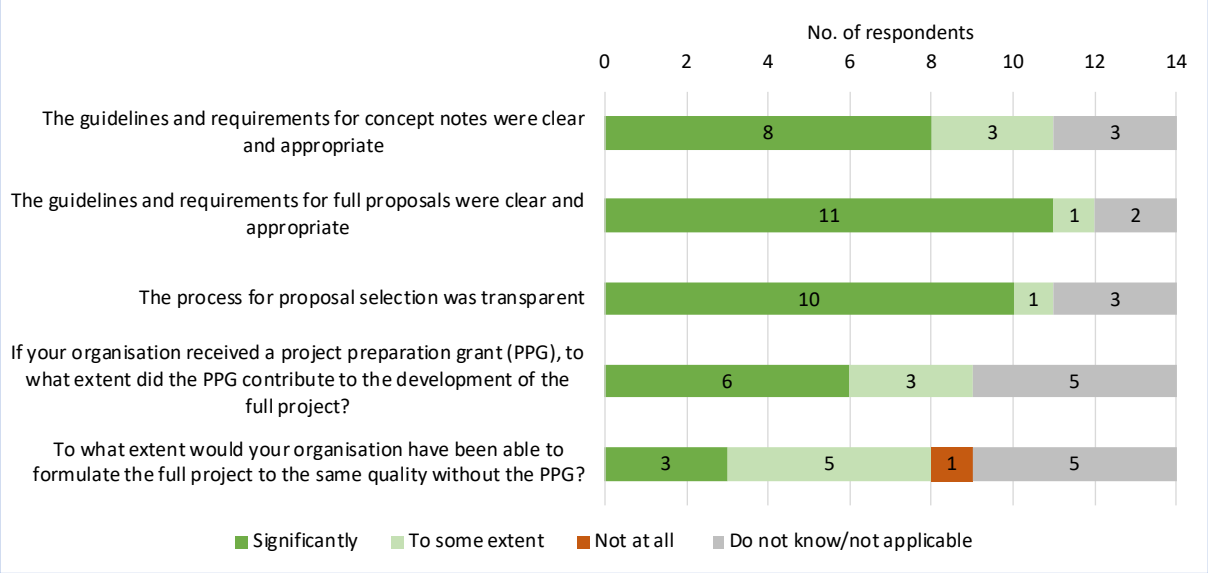
Figure 6: ITHCP management, oversight, and support



Source: online survey with grantee staff

In terms of the grant selection process, grantees overall found it conducive (see figure 7). In particular, the guidelines and requirements for full proposal preparation were found very conducive. The project selection process was found very transparent, but it should be kept in mind that unsuccessful project proponents did not participate in the survey. There was a in general appreciation of the provision of project preparation grants, although a minority of grantees felt they could have prepared and equally good project proposal even without a project preparation grant. One respondent from a small organisation explained that without the preparation grant, their ability to fund the proposal preparation process would have been limited, e.g. vis-à-vis stakeholder engagement and data assessment (a number of respondents did not answer the related questions as they did not receive such a grant or, were not engaged in the project preparation).

Figure 7: Extent to which the ITHCP phase I grant selection was conducive



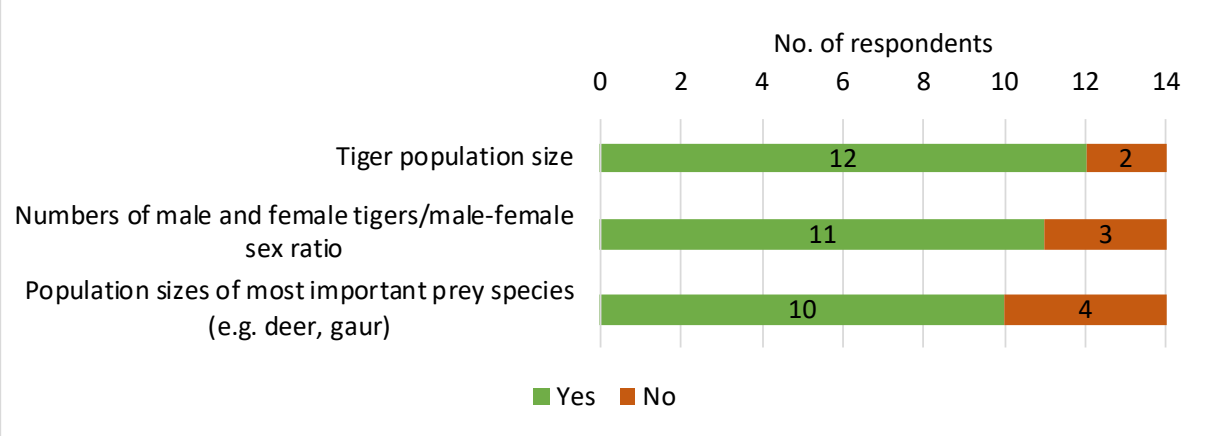
Source: online survey with grantee staff

4.5.5 Monitoring

Results monitoring and reporting: From the onset of the ITHCP I, attention was paid towards setting up a results-oriented monitoring system capturing outputs, outcomes and impacts, with programme level harmonised indicators, and formats for reporting data on these by the projects. However, the results monitoring suffered from some challenges. The needed data was not always available or collected by all projects, leaving a number of gaps, especially at the impact level. Moreover, for a number of indicators, no baseline data was available/collected. These gaps remained and issue to the end of Phase I. Furthermore, the spreadsheet for reporting on indicators was large and unwieldy (increasing the risk of errors), some of the data is not easy to interpret, and there were some discrepancies between the collated indicator data and the information in the technical reports for the individual projects. The narrative project technical reports focused on outputs and activities. Following the MTR, work was done to further improve the monitoring system, in particular for Phase II-IV. For Phase II, a simplified/shortened indicator spreadsheet was introduced (albeit still long and complex), which five of the projects also used for their final impact reporting on Phase I. The final report template included sections on impact (unlike the template for the periodical technical reports). Moreover, considerable effort was made to ensure that the design of new project phases was aligned to the programme indicators.

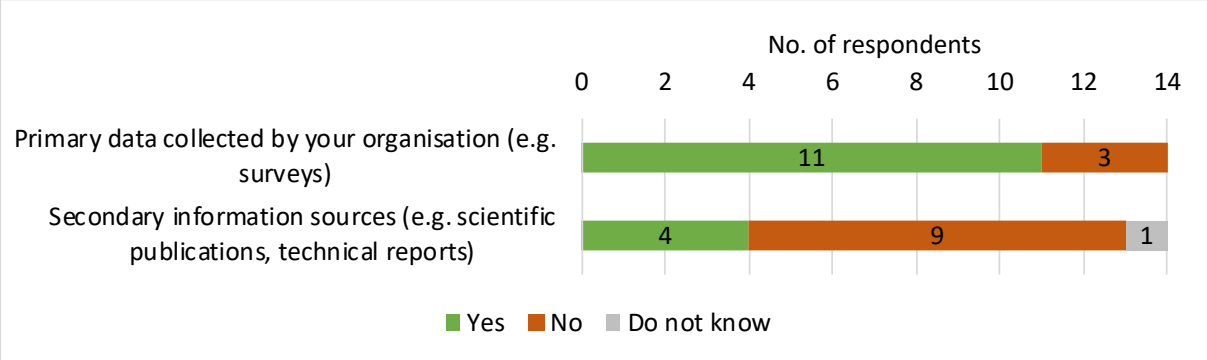
The majority of grantees collected primary data on both tiger and prey populations, whereas a minority relied on secondary information sources (see figure 8 and figure 9), sometimes through support for data collection led by government authorities or other partners.

Figure 8: Tiger and prey population information collected by grantees



Source: online survey with grantee staff

Figure 9: Sources used by grantees to obtain data tiger and/or prey populations



Source: online survey with grantee staff

However, there was considerable variation in the methods applied. Overall, due to methodological flaws, there were discrepancies between the changes in abundance/number of tigers reported by the grantees and the underlying data on tiger densities emanating from the tiger population surveys (see table 11). Some methodological weaknesses identified are presented in box 4 and annex 11.

Table 11: Discrepancies in reported changes in tiger numbers and density

Code	Grantee	Country	Reported change in estimated tiger numbers	Reported change in estimated tiger density
1309	WWF Germany	Nepal, India	+2%	+1.78%
1311	WWF Germany	Indonesia	+64%	-39.2%
1610	YAPEKA			
1327	ZSL	Nepal	+82%	+0.66%
1700		India	+145%	+12.75%
1334	Aaranyak	India	+33.33%	+147.68%
1337	WCS	Myanmar	Only end values	Not reported
		India	Not applicable	Not applicable
1338	FFI	Myanmar	Only end values	Only end values
1341	DoFPS	Bhutan	+91.66%	+27.64%
1345	NCF	India	~33.33-50%	Not reported
1485	FFI	Indonesia	- 42 %	Not reported

1487	Maharashtra Forest Dept.	India	+ 64%	Not reported, and difficult to tease apart from NTCA report
1490	Wildlife Asia	Myanmar	Only end values	Only end values
1491	WTI	India	+15.78%	Not computed
	WildTeam	Bangladesh	+7.54%	+17.51%
Source: computed from projects' individual impact reports				

Box 4: Tiger population assessment weaknesses

- In Valmiki (Indian Terai), the transient movement of tigers and the fact that the transboundary Chitwan-Valmiki-Parsa complex is not treated as a single population during analysis, appears to create certain distortion in the results generated by the spatial capture-recapture models. Furthermore, since likelihood-based methods were used for the analysis, such datasets could potentially cause a distortion between density and the derived computations of abundance (number of tigers).
- In Nepal, a standard analytical approach is used at the national level and applied in all sites. Based on the methodologies described in the national tiger survey reports, the buffer size set for spatial capture-recapture analysis appears to have been truncated to an overly small value, which can induce bias in the abundancy estimates.
- In Rimbang Baling (Sumatra), the discrepancy between abundance and density estimates was attributed to the fact that abundance was computed, when camera traps were exposed to sampling for a long period of time (violating the closure assumption), and density was computed as per protocol.

Note: See annex 11 for detailed information

Supervision, review, and evaluation: The Coordinator of the ITHCP Secretariat undertook supervision missions, visiting the projects to assess progress and challenges. In 2019, a memorandum of understanding was signed with the IUCN Asia Regional Office for supervision missions, which supplemented, but did not replace supervision by the ITHCP Coordinator. During the COVID-19 pandemic, supervision missions were only carried out by in-country IUCN staff. A total of 19 supervision missions were carried out in 2015-2021:

- By country: Bangladesh: 1, Bhutan: 1, India: 8, Indonesia: 2, Myanmar: 4, Nepal: 4,
- By year: 2015: 1, 2016: 2, 2017: 4, 2018: 4, 2019: 1, 2020: 2, 2021: 5

Three independent reviews/evaluations of ITHCP Phase I were carried. The mid-term evaluation (MTE), which visited six projects in the Deccan, the Terai and Sumatra, was carried out in 2017. In 2022, KfW commissioned a final inspection mission, which visited three projects in the Deccan and Indian Manas. The terminal evaluation was carried out in 2023 (after programme completion) and visited four projects in the Sundarbans, the Terai, and Sumatra. No in-depth independent reviews/evaluations of the individual projects were carried out.

4.5.6 Assumption and risk monitoring and management

A structured risk management system was not applied ITHCP Phase I. As mentioned earlier, most risks in the programme results framework were phrased as assumptions, no risk matrix was prepared, and no risk mitigation measures were planned for the risks identified in the results framework.

The project proposal template contained a section on assumptions and risks but did not contain a risk matrix template. Nonetheless, the guidance did, ask for information on mitigation methods for risks identified. The comprehensiveness and rigour of the identification of risks and mitigation measures varied significantly among the project proposals.

The assumption and risk monitoring and reporting at the programme level was somewhat limited, with the exception of ESMS (see section 4.5.7), which captured risks to the environment and the communities emanating from programme/project implementation, but not external risks to the delivery of the programme and projects. The technical reports up till mid 2020 had a section named "risks and need for action", but no risk section was included in subsequent technical reports, although they did contain an ESMS section. The reporting on risks was reactive and briefly reported on specific risks encountered by the projects, but there was no reporting on the status of the risks and assumptions identified in the results framework.

The template for project technical reporting by the grantees covered assumptions and risks under the sustainability section. The guidance specified that the status of the assumptions and risks identified in the project design, new risks, and risk management measures applied should be described. The comprehensiveness and rigour of the reporting on risks and mitigation measures varied significantly among the grantees. There was no expectation of the grantees to report on the overall assumptions and risks identified at the programme level, and these were thus not reflected on the project technical reports submitted.

4.5.7 Environmental and social management system

The ITHCP Phase I operational manual included guidance on IUCN's environmental and social management system (ESMS) with the aim to avoid or minimise negative environmental social impacts, which was consistent with international standards, such as the World Bank's operational policies and the International Finance Corporation's (IFC) performance standards, and the Global Environment Facility's (GEDF) minimum standards on environmental and social safeguards. The main elements included environmental and social impact assessment (ESIA) screenings of the project concept, and if required by the screenings a full ESIA by an external expert and the elaboration of an environmental and social management plan (ESMP) to be included in the full project proposal. Project proposals were assessed by IUCN's ESMS team. Grantees in general found the ESMS process beneficial. However, they also found the process complicated and time-consuming, which in part seems to be linked to an at the time low level of understanding of the relevance of ESMS for the design of the project. The rigorous ESMS process also created delays in the project approval process.

The mid-term evaluation (MTE) found that there was a need for capacity development for the grantees on ESMS as well as a need to simplify the procedures. This is confirmed by a review of supervision missions reports and project progress reporting, which indicates that while projects in general were duly implementing ESMS procedures, their capacities to apply these varied, as did the nature of ESMS activities and level of detail in the reporting on these. The extent to which ESMS was integrated in projects results frameworks also varied considerably.

Technical support was provided by IUCN to the grantees on ESMS development and implementation, and it appears that the ESMS capacities and implementation quality improved considerably over time. Some grantees provided training for their own staff, government authorities and even community-based organisation on safeguards and ESMS. IUCN supervision mission looked at the application of ESMS by the projects. IUCN reported to KfW on the ESMS status in the different projects in the programme level technical reports. In particular, ESMS has been a major area of attention for ITHCP for Phase II-IV, including the conduct of ESMS evaluations of each project.

Following the above-described case in Nepal and also to harmonise IUCN and KfW safeguards requirements, the ESMS procedures underwent major revision for ITHCP Phase II, including the addition of standing operating procedures for law enforcement. With ITHCP Secretariat support, added rigour on ESMS was also applied in the development of Phase II project proposals, such as the inclusion of grievance mechanisms.

At the project, some grantees (e.g. in the Nepalese Terai) have worked with authorities and other national actors vis-à-vis strengthening their capacity to implement environmental and social safeguards, e.g. with training of frontline staff.

4.5.8 Implementation of mid-term evaluation recommendations

The MTE (final report dated 31 January 2018) provided 15 recommendations for phase I and ten for phase II. A detailed assessment of the implementation of the recommendations for Phase I as well as some observations regarding the implementation of the recommendations for Phase II are provided in Annex 9. Most of the recommendations for Phase I were either fully or partly implemented. Overall, the level of implementation of the recommendations appears satisfactory and none of the gaps vis-à-vis their full implementation were critical for programme delivery. However, ITHCP Phase I could have benefitted from a more comprehensive implementation of the recommendations related to a) increased use of the capacities of the PAC and IUCN regional and country staff, and b) further improving monitoring tools to make them easier to use.

4.5.9 Grantees, consortia, and implementation partnerships

The group of grantees supported by ITHCP in Phase I was diverse. Most grantees were NGOs, including five international NGOs and five national NGOs, mainly from India (three NGOs) but also from Indonesia and Bangladesh. Moreover, a couple of projects were implemented by government forest authorities (Bhutan, India). In most cases, the grantees co-implemented the projects in close cooperation with other entities, with a formalised cooperation, where these would be project consortium members or sub-grantees (see Annex 10). This allowed the projects to benefit from additional expertise (e.g. in subjects outside the core expertise of the grantee) and/or local presence, as well as contributing to strengthened implementation capacities of national and local actors. Moreover, the implementing entities engaged with other partners, such as national and local authorities, in particular those managing the protected areas covered by the projects, as well as local NGOs and CBOs, thereby drawing upon local capacities and existing institutional structures, while further strengthening local capacities, and facilitating local ownership. In some projects, international NGOs would collaborate on the project implementation. The Maharashtra Forest Department also joined forces with international and national NGOs.

In the Indian Sundarbans, WTI teamed up with the locally based NGO Lokamata Rani Rashmoni Mission (LRRM), which facilitated community engagement and was responsible for the implementation of livelihoods activities, whereas WTI lead on the conservation activities. In Nepal, WWF and ZSL engaged with Buffer Zone Management Committees and Buffer Zone User Committees, long-established community-based organisations tasked with the management of national park buffer zones, vis-à-vis beneficiary identification, implementation of livelihoods interventions and implementation of HWC activities, thereby strengthening local structures and democratic organisations. In Indonesia, WWF joined forces for the livelihood activities with

the national NGO YAPEKA, which focuses on community-based sustainable natural resource management, and INDECON, which is specialised in ecotourism. An unforeseen added benefit of this partnership was that the project could continue with YAPEKA as grantee after the Government of Indonesia decided to discontinue its MoU with WWF. In the Sundarbans, the WTI-Wild Team consortium enabled the project to work in both countries of the transboundary landscape and provided opportunities for replication of best practices from one country in the other, such as the Bagh Bandhu (tiger ambassador) approach to community-based awareness raising.

Government authorities, in particular protected areas authorities were key partners to the projects, even if not formal consortia members/sub-grantees. First and foremost, projects would align with, and contribute to the implementation of, the authorities' protected area management plans, e.g. by funding priority infrastructure and equipment (thereby complementing the authorities' own budgets and increasing coverage), by participating in/contributing to tiger and prey monitoring, and by providing capacity development for government staff on different topics. In the case of the WWF Terai project, the close engagement with government authorities on both side of the border, enabled the project to strengthen transboundary cooperation between the authorities managing the three protected areas in the forest complex. Secondly, authorities would be consulted in the selection of target locations and communities, e.g. benefitting from their knowledge about HTC/HWC hotspots. In a number of cases, the engagement of protected area authorities helped improving and strengthening their relationship to local communities, which often had an initial view of the protected areas authority as an adversary limiting their livelihood options, for example in relation to managing HWC.

4.6 Coherence

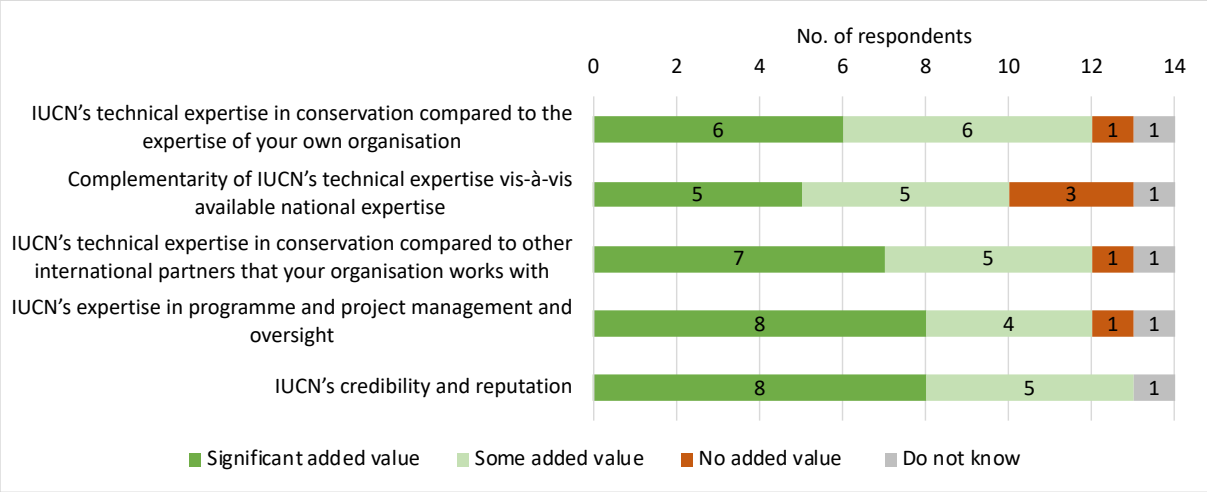
4.6.1 IUCN added value

Having IUCN as a partner in ITHCP added value for the overall programme as well as the grantees and project, due to IUCN's technical and managerial capacities as wells as to the international clout of IUCN. ITHCP benefitted from the expertise and institutional modalities IUCN had already established for other grant-making mechanisms.

In particular, most grantees found the credibility and reputation of IUCN added value (see figure 10). One grantee explained that as one of the most trusted conservation organisations globally, the affiliation facilitated the engagement with all stakeholders, including governments. Another significant added value was IUCN's programme and project management and oversight expertise. The view on the added value vis-à-vis contributing with technical conservation expertise in addition to what was available within the grantees' own organisations and in the grantees' countries of operation was somewhat more mixed, but still overall seen as a benefit. A limit in this regard appears to be the physical distance from the projects, once grantee reported that there was limited opportunity for IUCN to engage in project implementation and technical advisory, and another mentioned that it took time for the ITHCP team to fully grasp the complex context of the country it operated in. Nonetheless, the view on IUCN's technical expertise in conservation compared to other international partners of the grantees, was viewed favourable by most grantees.

However, ITHCP Phase I was mainly a grant-making mechanism for on-the-ground project implementation for and did not fully take advantage of IUCN's core strengths as a science-based organisation and considerable experience with informing policy, nor of IUCN's clout and often trusted relationship with government entities and other key actors.

Figure 10: Extent to which having IUCN as a partner added value to ITHCP projects



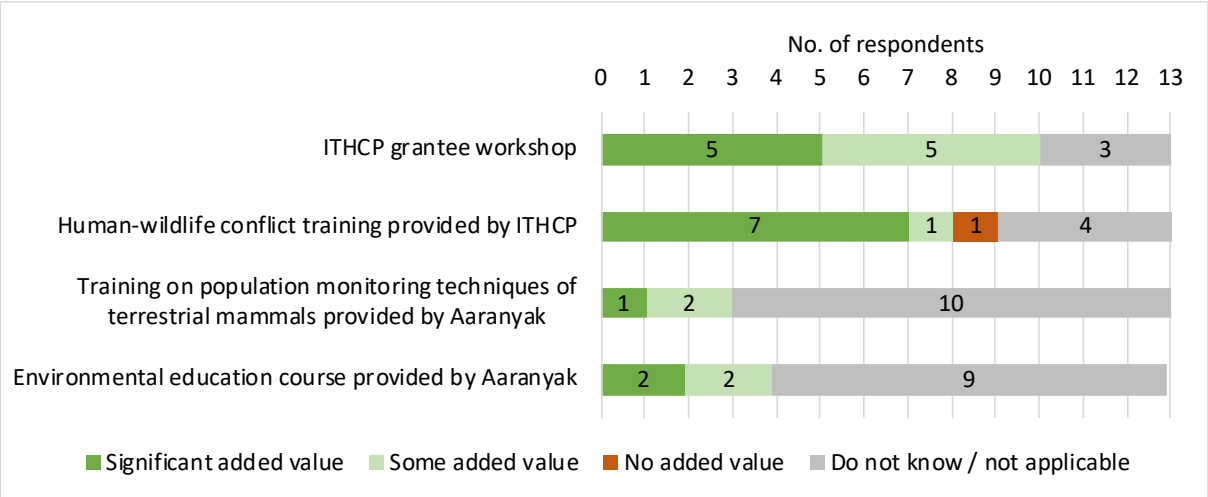
Source: online survey with grantee staff

4.6.2 Regional learning and sharing among ITHCP projects

IUCN arranged two regional workshops: a) a grantees workshop was held in 2018 in Pench Tiger Reserve, Maharashtra, India; and b) a HWC training workshop was held in 2019 in Bangkok, Thailand. Grantees from all 12 projects participated in both workshops. Other participants in the grantees workshop were grantees carrying studies funded by ITHCP, PAC members, IUCN staff from the headquarters and the Asia region, KfW staff, and some special invitees. In the HWC training, there were also participants from government and NGO partner organisations, and IUCN staff from headquarters and the Asia region. A planned second grantees workshop was postponed till 2023 due to the COVID-19 pandemic. Most survey respondents found the participation added value to their projects (see figure 11), this was in particular the case for the HWC training, due to its specific focus on a concrete tiger conservation challenge.

Furthermore, ITHCP funded participants from other ITHCP projects in two technical trainings implemented by the grantee Aaranyak (Indian Manas): population monitoring techniques (2018, ITHCP sponsored three participants from two projects), and environmental education (2019, ITHCP sponsored seven participants from four projects). The survey respondents who could answer the question found the participation added value to their projects (see figure 12).

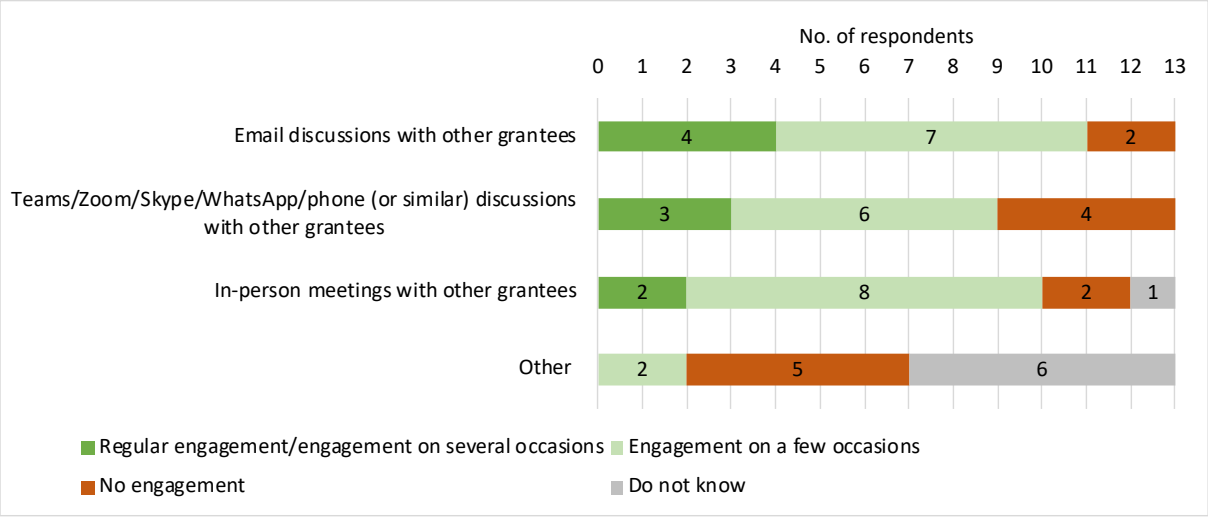
Figure 11: Added value of ITHCP and Aaranyak workshops for ITHCP phase I projects



Source: online survey with grantee staff

In addition to the participation in the workshops, the majority of grantees engaged directly in discussions and experience sharing with other grantees (see figure 12). This in particular took place between grantee staff whose project locations were in the same landscape and/or in the same country. For example, ZSL and WWF in Nepal had regular dialogue, since they both worked in the Chitwan-Parsa forest complex and with the same government partners, in relation to ITHCP projects as well as other projects.

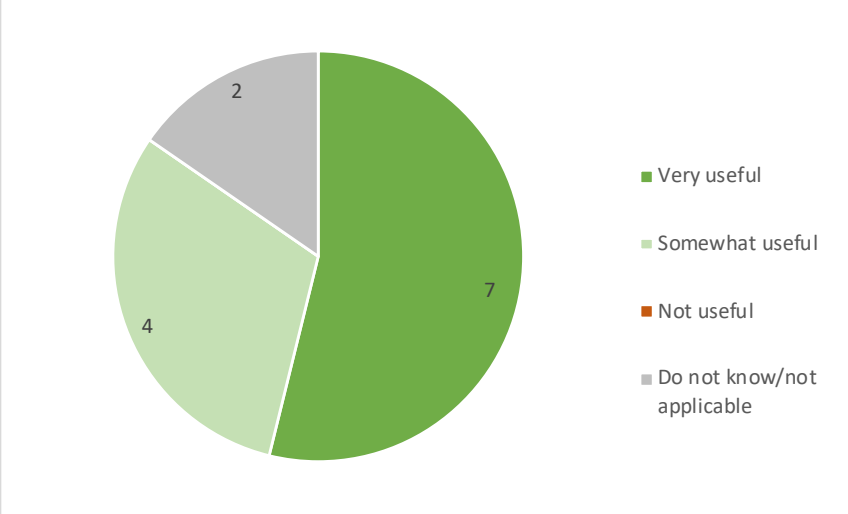
Figure 12: Direct interaction between ITHCP grantees



Source: online survey with grantee staff

Overall, grantees found it useful to interact with other ITHCP grantees (see figure 13). One respondent expressed a wish for a platform for more regular and continuous knowledge sharing.

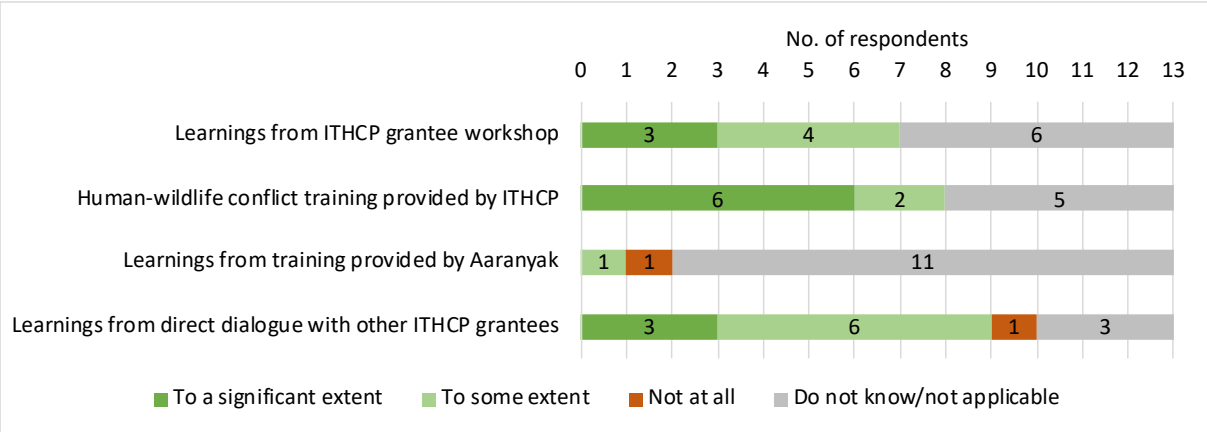
Figure 13: Utility of interaction between ITHCP grantees



Source: online survey with grantee staff

Several grantees indicated that they at least to some extent, has applied the learnings from the workshops and from other projects in their own project, in particular learnings from the HWC training provided by ITHCP (see figure 14). A concrete example of learning between projects is the ongoing installation of a nature information centre in the Bangladesh Sundarbans, adapting the concept from a centre established in Karnataka (Deccan) and with advice and inputs from the grantee in Karnataka.

Figure 14: Application of learnings from other grantees in ITHCP phase I projects



Source: online survey with grantee staff

4.6.3 Application of lessons in following project phase

At the project level, the grantees gained considerable experience and learned lessons from their ITHCP Phase I projects, which influenced the design and approaches of the following ITHCP project phase. According to survey respondents, specific examples of how lessons from ITHCP Phase I have influenced the design of the following phase include:

- Ensuring that key government partners have appointed a focal point/lead contact for the project, to ensure effective communication
- Increased focus on addressing HWC, incl. community engagement

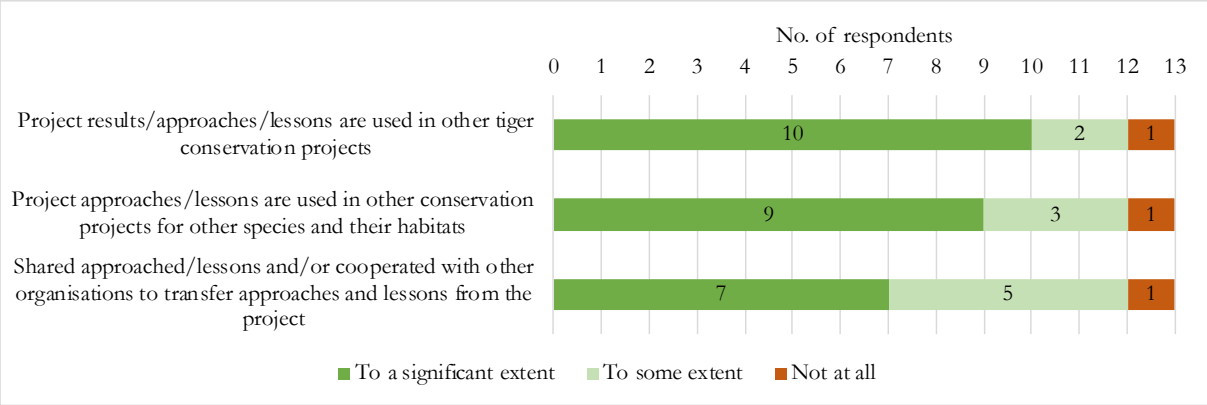
- Increased focus on habitat management and regular monitoring of tigers in recovery sites
- Upscaling of intervention types to address the drivers of human-tiger conflict that proved effective and acceptable to communities
- Focus on setting up long-term infrastructure and engagement mechanisms beyond the project lifetime

4.6.4 Synergy with other engagements

For many grantees, in particular the larger NGOs, their ITHCP-funded project was/is part of a larger, longer terms engagement and presence in the country and the project areas targets. For example, both WWF and ZSL implementing larger landscape approaches in the Terai, under which their ITHCP Phase I projects were a large and significant element, but not the only projects, drawing on already established partnerships and approaches of both organisations. In Bangladesh, the WildTeam had prior to ITHCP a large USAID grant for tiger conservation, under which its innovative approaches to HWC had been developed. The ITHCP support enabled WTI to engage in the Indian Sundarbans, bringing with them long-standing experience with tiger conservation from other parts of the country.

For most grantees, the ITHCP support enabled them to develop approaches and learn lessons, which were useful for their work beyond the ITHCP project (see figure 15) – and vice versa. Most grantees applied these to a significant extent in other tiger conservation projects as well as in other types of conservation projects. Moreover, the lessons and approaches were shared with other organisations or used in cooperative efforts with other organisations.

Figure 15: Extent to which the grantees applied and shared lessons from the ITHCP project



Source: online survey with grantee staff

In addition to ITHCP, IUCN had two smaller projects related to tigers with funding from a Dutch private foundation, one was implemented in Nepal by WWF and ZSL and built on the approaches used in ITHCP, the other project was implemented in Thailand by Panthera, ZSL and FREELAND in the Western Forest Complex bordering Southeast Myanmar. Moreover, there has been synergy between ITHCP and the "Save Our Species" grant-making mechanism: a) ITHCP built upon the approaches, tools and experiences of Save Our Species; b) both grant-mechanisms are supported by the same IUCN staff, e.g. vis-à-vis financial management; and c) IUCN has arranged experience-sharing webinars targeting grantees supported by both mechanisms.

4.7 Sustainability

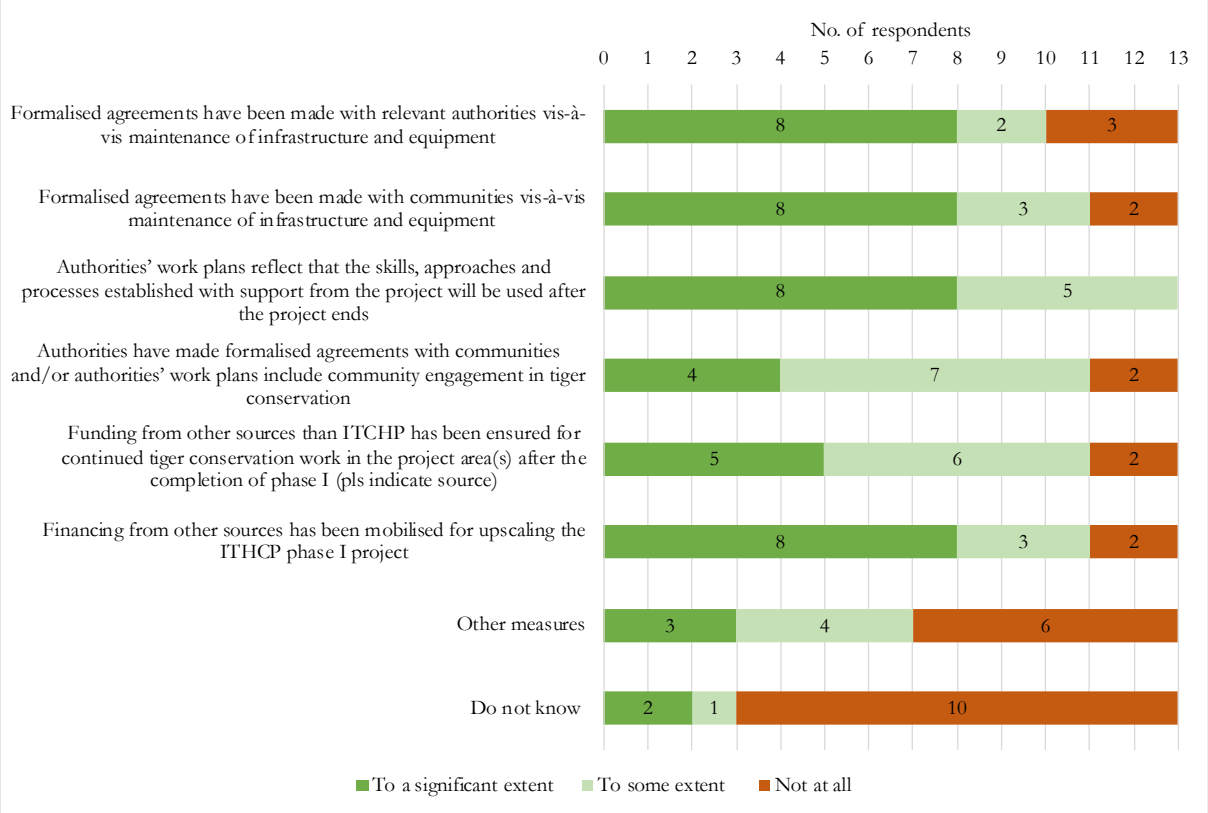
The underlying context, where both protected area authorities and communities in general are financially constrained, remains a challenge for sustainability of any intervention, as it is for any development cooperation intervention. Exit strategies to ensure sustainability were not systematically pursued by ITHCP in Phase I. Nonetheless, the projects have implemented a number of features, which are conducive for sustainability (see table 12 and figure 16). Common elements that increase the likelihood of sustainability of the results achieved, include:

- Working within the plans of protected area authorities and formalising their ownership of, and the maintenance responsivity for, the infrastructure and equipment provided
- Working with well-established local NGOs and CBOs to ensure post-project ownership and continuation
- Enhancing the capacities of communities and CBOs vis-à-vis engaging in conservation action and maintaining livelihoods assets
- Establishing small community-based funding mechanisms for livelihoods activities
- Ensuring increased awareness and capacities of communities, thereby promoting sustained behavioural changes
- Strengthening relationships between protected area authorities and communities and enhancing the capacities of protected areas staff to facility post-project communication and cooperation between the two
- Promoting locally appropriate, beneficial and economically attractive livelihoods solutions
- Mobilising funding from other sources

Table 12: Exit strategies implemented by the projects

Exit strategy	No. of projects
Permanent removal of a threat to habitat or species or a perverse incentive (%)	6
Building capacity in local stakeholders and communities to continue conservation activities	12
Involvement of government agencies to continue the project	11
Outcomes influencing long term changes in behaviour and local attitudes	11
Benefits from good conservation results are shared equitably amongst stakeholder groups and genders	9
Handing over responsibility to capable organization for continued conservation activities	10
Project interventions are integrated into other long-term initiatives, involving government	11
Design and implementation of plans to manage potential human/wildlife conflicts	10
Creation of policy or governance change placing the project under the control of stakeholders or appropriate government authority	6
Trust fund or similar long-term scheme for ongoing conservation activities and paying stakeholders activities	7
Source: ITHCP Phase I impact data sheet	

Figure 16: Sustainability measures put in place at project level



Source: online survey with grantee staff

For most projects a new phase is either under implementation or development, with funding from ITHCP Phase II, III or IV (see table 13). The continuation of support facilitates the implementation of exit strategies and gradual phase out and hand-over, thereby potentially increasing the likelihood of sustainability. However, there are some shortcomings in this regard:

- For most of the projects, there is a gap period from the closure of Phase I to the start of the new phase – for larger NGOs with other funding access it may be possible to bridge the gap period, but for small NGOs which to a significant extent have depended on ITHCP funding a gap period can be detrimental, as it may be impossible to retain project staff, thus losing institutional memory and slowing down implementation while new staff is recruited
- The three projects receiving a grant from ITHCP Phase II only have till the end of 2023 to implement an exit strategy, unless they are able to secure further funding from other sources.
- For the projects in Myanmar, only small bridging grants are provided due to the current political context, and it is unlikely that they will be provided with the initially planned second grants.

Table 13: Project continuation status

Code	Grantee	Country	Project End	Phase II-IV grant start *(11/04/23)*	Gap period	End
1309	WWF Germany	Nepal India	30/11/20	01/07/21	8 months	30/12/23

1311	WWF Germany	Indonesia	31/07/19	01/08/22	14 months	30/09/24
1610	YAPEKA		30/06/21			
1327	ZSL	Nepal	30/09/19	27/05/21	No	31/07/24
1700		India	31/08/22			
1334	Aaranyak	India	30/09/21	19/10/22	13 months	30/09/25
1337	WCS	Myanmar	31/12/19	Myanmar: no grant	N/A	N/A
		India		tbd	Yes	Tbd
1338	FFI	Myanmar	30/11/20	08/07/22 (bridging grant)	7 months	30/11/23
1341	DoFPS/Bhutan Tiger Centre	Bhutan	30/11/20	tbd	Yes	Tbd
1345	NCF	India	30/09/21	No grant	N/A	N/A
1485	FFI/WCS	Indonesia	31/12/19	30/11/23	11 months	30/09/25
1487	Maharashtra Forest Dept.	India	31/03/21	No grant	N/A	N/A
1490	Wildlife Asia	Myanmar	30/09/19	15/12/20	15 months	30/09/21
				13/10/22 (bridging grant)		30/12/23
1491	WTI, WildTeam	India Bangladesh	30/11/20	20/05/21	6 months	30/12/23

Overall, the long-term presence and continuity of engagement of many grantees in the target landscapes and forest complexes is conducive for ensuring sustainability. Some of the survey respondent indicated a confidence in the ability to continue work, and one indicated that they had already established a new partnership with an international organisation. It is uncertain whether the Government of Germany will support ITHCP beyond Phase IV, but it currently does not seem likely.

The projects implemented by larger NGOs are not particularly vulnerable, as these are generally capable of mobilising funding from several sources, even if their ITHCP projects were large and they may have to scale down. For some of the smaller NGOs, the dependency on ITHCP funding is significant, for example, the access to funding after 2023 remains uncertain for the WildTeam. For the projects in Myanmar, it will be very difficult for them to mobilise funding from other sources due to the current political situation.

5 Conclusions

5.1 Strengths

ITHCP Phase I was relevant for, and fully aligned with, global tiger conservation objectives spelled out in the GRTP and responded directly to the work plans and priorities for the protected areas in which it engaged. It addressed the overarching threats to tiger populations, killing of tigers and prey and loss of suitable habitats. To this end, the programme aimed at addressing the key constraints vis-à-vis tiger conservation, capacity constraints of authorities, HTC and HWC, and livelihoods-related pressure on tiger habitats, involving both authorities and communities. The overall strategy of ITHCP was clear. The project selection process worked well and resulted in the selection of relevant projects targeting important tiger landscapes and habitats, while project preparation grants enabled thorough and inclusive project design processes.

An increase in tiger numbers is reported by the grantees, but due to shortcomings in the data analysis, this cannot be verified, nor can the contribution of ITHCP be quantified.

While difficult to quantify, an overall contribution was made towards improved protected areas management, with better planning and increased law enforcement capacity. In particular, ITHCP contributed to improved relationships and cooperation between protected area authorities and communities, and in some locations, ITHCP played a key role in facilitating transboundary cooperation at the forest complex/habitat level.

While the significant reduction in tiger attacks on people cannot be attributed solely to ITHCP, a tangible contribution was made towards reducing HTC/HWC in particularly in the Sundarbans and Terai hotspots with enhanced awareness and behavioural change, community-based responses in cooperation with authorities to incidents of stray animals, protective infrastructure, and assistance to HWC victims and affected households vis-à-vis claiming compensation and improving their livelihoods. Moreover, the programme increased awareness among communities about the value of tigers and wildlife, and the laws protecting wildlife and habitats. Overall, a positive attitude towards wildlife has been recorded at the end of the projects, but data is insufficient to establish where there has been a change.

In most cases, the projects had a good targeting of communities and vulnerable households/people affected by HWC and depending on forest resources, while also seeking to improve their lives through livelihoods interventions, which generally were locally appropriate and well received and had a positive effect on the incomes and lives of the direct beneficiaries, while reducing their dependency of forest resources.

The projects demonstrated an ability to adapt to lessons, e.g. testing different livelihoods options and continuing with those that worked best. Moreover, the projects successfully adapted to the restrictions emanating from the COVID-19 pandemic and were able to continue implementation, albeit with some delays.

ITHCP was a very well managed grant mechanism, the cooperation between IUCN and KfW worked very well, and the ITHCP Secretariat provided quality support to grantees in a timely and responsive manner, and the grant supervision mechanisms were adequate. The guidelines and procedures for the grantees were clear and mostly conducive, and further refined over time. Concerted effort was made to establish a harmonised and results-oriented monitoring framework at the programme level. ESMS procedures were applied with rigour and further

revised and strengthened during the course of Phase I, albeit with an emphasis on further improving ESMS procedures for the next phase of ITHCP. Peer learning and experience sharing opportunities were provided, which were well received by grantees.

Overall, the resources provided by the Government of Germany were sufficient at both the programme and project level, and the provision of funding for a second phase for most projects contribute to continuity and towards achieving sustainability. The delays and subsequent extension of the projects did not lead to increased management or administration costs.

On the grantees side, consortia and partnerships, drawing on comparative advantages and strengths of each partner facilitated effective implementation. Moreover, synergy between ITHCP funding and grantees' other projects and their long-term presence in targeted locations helped ensuring continuity and contributed towards sustainability. Other factors in the grantees' implementation approaches that were conducive for sustainability was the integration in the protected area authorities' own plans, the partnerships with well-established local NGOs and CBOs, the links built between authorities and communities, and the capacities built with different stakeholders.

5.2 Weaknesses

No ToC was developed for ITHCP, and the results framework, while clear, had some structural inconsistencies. Specifically in relation to the context in Sumatra, the biggest challenges to tiger conservation were not addressed largescale commercial land conversation and logging concessions.

The interventions related to habitat management/restoration interventions do not appear to have been effective, and the grassland management might have had some negative impacts on the overall biodiversity, such as on plants and pollinating insects, and possibly also on herpetofauna and potentially even on barasinghas. The habitat management interventions were implemented by protected area authorities, and followed their standard approaches, and grantees did not assess their effectiveness or potential negative impacts, nor were innovative approaches explored. ITHCP was very cautious about avoiding any risk of human rights violations, seemingly overly so, and in the decision to discontinue the engagement in law enforcement in Nepal, due to incidents unrelated to ITHCP had negative implications for the tiger conservation effectiveness of ITHCP.

The number of people that could be (given the available resources and grantees' implementation capacities) reached with livelihood activities was far too low to have a tangible impact on the overall pressure on, and integrity of, tiger habitats surrounded by densely populated areas. By design, little attention was given to having a catalytic impact, such as promoting upscaling and replication at scale, influencing policy, or engaging in testing and promoting innovative conservation measures.

At the programme level, there was only limited use of the in-house science- and policy-related technical expertise and capacities of IUCN, including at the regional level. As a result, there was limited use of ITHCP as a lever for strategic dialogue and advocacy in the tiger countries and limited synergy with other IUCN initiatives in the region. Moreover, the use of PAC members' expertise was largely limited to the assessment of project proposals.

The programme management and administration costs where somewhat on the higher side. Moreover, there were some initial weaknesses in the programme modalities leading to significantly delayed implementation start of the first batch of projects, mainly due to overly complicated ESMS procedures. All projects also faced major implementation delays necessitating project extensions, although this was generally due to external factors outside the control of the projects. A potentially more detrimental delay is the extended gap period between the funding for Phase I and the subsequent phase that most projects face, as this comes with a risk of losing project staff. The monitoring tools were overly complicated and prone to errors, this has only been partly rectified. Moreover, there were gaps and inconsistencies in monitoring data provided by the projects, especially the tiger population data had flaws.

The dependency on one donor poses a potential challenge to the longer-term sustainability of ITHCP and the results achieved, not least since it appears unlikely that the Government of Germany will continue funding ITHCP. Some grantees currently have no other funding sources available. In the current political context in Myanmar, it is very difficult to attract funding for continued work on tiger conservation and with only small bridging grants, the scope for continuity and thus also sustainability is limited. Moreover, for some grantees, the second grant ends in 2023, leaving only limited time to implement exit strategies.

5.3 Performance rating

Table 14 provides an assessment of the performance of ITHCP Phase I across the standard OECD/DAC evaluation criteria. The relevance, effectiveness, and efficiency were **satisfactory**, whereas the coherence was **moderately satisfactory**. Overall, ITHCP is **moderately likely** to lead to impact and sustainability.

The overall performance of ITHCP Phase I was **satisfactory**.

Table 14: Performance rating

	Assessment	Rating
Relevance	+ Aligned with, and contributing to the implementation of, GRTP. + Alignment with, and contribution to, PA authority work plans + Addressed key tiger conservation constraints: authority capacity constraints, HTC/HWC, and livelihoods-related pressure on tiger habitats + Integrated approach to tiger conservation involving both authorities and communities + Appropriate project selection criteria and process + Targeted important tiger landscapes and habitats + Responded to community challenges and needs: HWC risk and impact, dependency on forests, livelihoods + Mostly appropriate livelihoods activities + Mostly good targeting of communities affected by HWC/depending on forests and vulnerable households/people + PPG grants facilitated thorough and inclusive project design process + Overall clear strategy and components - Main challenges in Sumatra not addressed: largescale commercial land conversion and logging concessions. - No ToC and some structural inconsistencies in the results framework	**S**

Effectiveness	+ Overall contribution towards improved PA management, incl. planning, law enforcement, although impossible to quantify the contribution + Improved relationships and cooperation between PA authorities and communities + Improved transboundary cooperation + Tangible contribution to reduced HTC/HWC in particularly in HTC/HWC hotspots (Sundarbans, Terai), enhanced awareness and behavioural change, community-based responses, infrastructure, assistance to HWC victims + Significant reduction in tiger attacks on people + Increased awareness about value of tigers and wildlife, and laws protecting wildlife and habitats + Positive attitudes towards wildlife (but project contribution cannot be established) + Mostly relevant and appreciated livelihoods interventions + Adaptive management, learning and focusing on livelihoods options with most potential, ability to operate during COVID-19 pandemic + Rigorous ESMS - Habitat management/restoration interventions do not appear effective, some risk of negative impacts on biodiversity - Attacks on livestock remain a significant challenge in Terai - Overly cautious vis-à-vis human rights-related risk, at the expense of conservation effectiveness	**S**
Impact	+ Reported increase in tiger numbers (but data unreliable), contribution from ITHCP (and other actors/initiatives) + Increased incomes, reduced dependency on forests - Livelihoods beneficiary numbers much lower than the scale required for a tangible contribution to habitat conservation - Little attention given to catalytic impact (innovation, policy influence, replication, upscaling), limited catalytic impact	**ML**
Efficiency	+ Delays and extensions did not impact on management and administration costs + Generally adequate budget for programme and projects for the planned activities + Very well-functioning IUCN-KfW cooperation and partnership + Well-functioning ITHCP Secretariat, responsive to grantees' support needs + Clear and mostly conducive guidelines and procedures (administrative, procurement, reporting, ESMS, project design), with improvement over time + A shared outcome- and impact-oriented monitoring framework with harmonised indicators + Adequate supervision mechanisms + Project consortia and partnerships, drawing on comparative advantages and strengths - Considerably delayed start of first batch of projects, mainly due to overly complicated ESMS procedures - Significant project implementation delays, mainly due to external factors outside the control of projects - Management and administration costs somewhat on the high side - Monitoring tools complicated and prone to errors, some data difficult to interpret - Gaps and inconsistencies in monitoring data, especially tiger population data	**S**
Coherence	+ IUCN's credibility added clout for the grantees + Opportunities provided for peer learning among grantees + Synergy between ITHCP funding and grantees' other projects and long-term presence in targeted locations, ensuring continuity - In-house expertise and capacity of IUCN (e.g. science and policy influence, presence in region) and of PAC underutilised (only used to assess proposals) - Limited use of ITHCP as a lever for strategic dialogue and advocacy in the tiger countries - Limited synergy with other IUCN initiatives in the region	**MS**

Sustainability	+ Most projects receiving a second phase of support from ITHCP + Long-term presence of grantees, often with other funding sources + Worked within PA authority plans, formalised PA ownership + Enhanced PA staff capacities + Worked with well-established local partners (NGOs, CBOs) + Enhanced CBO and community capacities and awareness + Ensured links between CBOs/communities and PA authorities + Locally appropriate livelihoods solutions - ITHCP dependency on one donor - Gap period between Phase I grant and next ITHCP grant, risk of losing project staff - For some grantees, limited period to left to implement exit strategy - For some grantees, currently no other funding sources - Overall financial constraints of PA authorities and communities - Situation in Myanmar, small bridging grants only, difficult to attract donors	**ML**
Overall		**S**

Rating system:

- *Relevance, coherence, efficiency, effectiveness, overall: HS: highly satisfactory, S: satisfactory, MS: moderately satisfactory, MU: moderately unsatisfactory, U: unsatisfactory, HU: highly unsatisfactory*
- *Impact, sustainability: HL: highly likely (HL), L: likely, ML: moderately likely, MU: moderately unlikely, U: unlikely, HU: highly unlikely*

6 Recommendations

Recommendation 1: Engage in mobilisation of additional funding sources

Rationale: Both species and habitat conservation and community development take time, and a long-term engagement is necessary to achieve sustained change. Moreover, considering the considerable pressure on tiger population and habitats, concerted effort will be required for years to come. The longer-term engagement of the Government of Germany and the continuity of the support have been central to the achievements of ITHCP, but the continued support is only guaranteed till mid-2027. Furthermore, the scale of the challenges and financial needs facing conservation actors as well as communities in the tiger landscapes are still not matched by the investments made. ITHCP is a well-functioning mechanism, which has been further refined over the years, and there is a potential role to play for ITHCP beyond the lifetime and coverage of the current grants from the Government of Germany. Moreover, within the current grants the cost category budget restrictions in KfW's rules and regulation have at times been a challenge for grantees vis-à-vis their implementation priorities. Bringing in additional funding sources to ITHCP would allow for: ensuring longer-term continuity, upscaled coverage, and potentially also increased flexibility vis-à-vis ceilings for different spending categories and supporting elements that KfW cannot fund (e.g. research, law enforcement). However, donor mobilisation takes time, and it can take a few years from the contact is established till funds are made available for implementation.

Possible actions include:

- Identify relevant fund mobilisation capacities and experiences within IUCN
- Map potential funding opportunities, taking multiple sources into consideration (including multilateral environmental funds, multilateral donors, bilateral donors, philanthropies, and private sector investment).
- Develop a fund mobilisation strategy
- Apply for funding from multilateral environmental funds (e.g. the GEF)
- Engage with donors to assess their interest and mobilise interested donors
- Assess whether the ITHCP strategy and objectives can be adjusted to meet the priorities of key donors (while maintaining the focus on tigers)

Responsible: IUCN, KfW, ITHCP Secretariat

Recommendation 2: Seek to achieve a catalytic impact on livelihoods-related pressure on tiger habitats

Rationale: While the livelihoods interventions of ITHCP projects in general helped improve the lives of the direct beneficiaries and helped reducing their dependency on forest resources, they did not reach the scale required to make a significant contribution towards reducing the pressure on tiger habitats. Considering the large human populations and high population densities surrounding many tiger habitats, it would not be feasible for grantees to have such an impact directly, so the only way to bring sustainable/alternative livelihoods to the scale required would be to influence other actors in the landscapes, especially those with economic development objectives, to integrate/mainstream conservation considerations into their planning and implementation.

Possible actions include:

- Identify relevant state-of-the-art approaches of IUCN and other organisations vis-à-vis environmental mainstreaming and engaging with economic development actors
- Pilot with selected grantees approaches vis-à-vis influencing economic development actors (public, civil society, private sector) to integrate conservation considerations in their planning (such as site and beneficiary selection or integration the most promising livelihoods approaches of ITHCP projects), budgeting and implementation – e.g. through advocacy and targeted capacity development.
- Provide incentives for grantees to include elements aimed at catalytic impacts in their projects – e.g. through inclusion as an element in the grant selection assessment/scoring, or through providing additional financial resources for projects with catalytic elements
- Seek to influence KfW strategies for, and non-conservation engagements in, tiger countries vis-à-vis integrating conservation considerations in their prioritisation, planning, and implementation – e.g. by prioritising to support communities inside, or adjacent to, tiger habitats, and by integrating elements of the most promising livelihoods approaches of ITHCP projects.
- Expand the scope of potential livelihood activities to include assistance for people opting to participate in government-sponsored voluntary resettlement schemes vis-à-vis: a) ensuring they have new job/income generation opportunities, and b) empowerment and ensuring that human rights are fully adhered to (incl. the principle of free, prior and informed consent), and environmental and social safeguards are applied, in accordance with international standards.

Responsible: ITHCP Secretariat, IUCN, KfW, grantees

Recommendation 3: Work on all aspects of species conservation and habitat management, including law enforcement

Rationale: To minimise the risk of negative impact (such as human rights violations) ITHCP is now mainly focusing on community-based approaches to conservation while reducing/minimising the engagement in law enforcement, especially in Nepal. However, enforcement is a key pillar of tiger conservation, so this choice has negative implications for the effectiveness vis-à-vis tiger conservation.

Possible actions include:

- Allow engagement in law enforcement activities – as long as there is confidence that the legal system in the concerned country will respond appropriately and transparently to cases of misconduct, abuse, and human rights violations by authorities.
- Engage in improving the capacities and awareness of protected area frontline staff in relation to human rights and ESMS as an integrated part of law enforcement engagement.

Responsible: KfW, ITHCP Secretariat, grantees

Recommendation 4: Test and assess current and alternative habitat management conservation approaches and promote best practices

Rationale: Support for habitat management within protected areas has largely been provided in the form of financial support to park authorities to implement their management plans. However, the management methods used may not always be the most effective or desirable vis-à-vis overall biodiversity management, e.g. grassland management using approaches that favour grass over other species of flowering plants. Grantees have in many cases not engaged in assessing the suitability and effectiveness of the habitat management methods or in promoting evidence-based international best practice. Moreover, the ITHCP programme design does not include elements or incentives to promote testing and innovation.

Possible actions include:

- Identify relevant experiences, options and innovations in habitat management from tiger countries, from the Asia region, and from outside the region – e.g. by drawing on the expertise of IUCN, PAC members, and grantees
- Commission studies of the effectiveness and wider biodiversity implications (positive and negative) of current tiger habitat management practices
- Set aside ITHCP funds for testing and assessing promising and innovative habitat management options in tiger landscapes and compare with current practices used by protected area authorities – e.g. as collaborate efforts between grantees, local research institutions and IUCN
- Provide incentives for grantees to apply/replicate proven best practices and innovations in their projects – e.g. through inclusion in the grant selection assessment/scoring criteria and opportunities to access extra financial resources

Responsible: ITHCP Secretariat, IUCN, grantees

Recommendation 5: Provide additional opportunities for peer learning

Rationale: There is a demand among grantees for sharing and learning from experiences from other grantees. ITHCP has provided a few opportunities for this in the form of workshops and training. However, there is scope for further expanding peer learning options and possibly provide opportunities for more deep learning and enabling grantees to draw upon the expertise of each other, as well as the expertise of PAC members and IUCN.

Possible actions include:

- Implement a facilitated self-assessment exercise, where grantees themselves identify a) their core strengths, innovations and best practices that could be useful for other grantees, and b) major challenges, where they could benefit from the experience and expertise of other grantees, the PAC, or IUCN
- Provide training on common challenges identified from the self-assessments
- Provide opportunities for selected grantee staff to be “peer interns” for a period with another project, to learn how they have handled a concrete challenge (taking departure in the self-assessments)
- Provide opportunities for selected grantee staff to be “peer consultants” visiting another project to provide advice or capacity building on how to handle a concrete challenge (taking departure in the self-assessments)
- Use PAC members with relevant expertise as trainers or technical advisers, based on the needs identified in the self-assessments

Responsible: ITHCP Secretariat

Recommendation 6: Make better use of IUCN's core capacities vis-à-vis research and policy dialogue

Rationale: IUCN's main role in ITHCP is managing a project-oriented grant mechanism and overseeing the financed projects, which are implemented by others. IUCN's core research and policy expertise is only to a limited extent tapped into in ITHCP, and mainly in relation to ESMS. Similarly, there is limited synergy with other IUCN projects.

Possible actions include:

- Add a programme level component to ITHCP focused on utilising ITHCP as a lever for evidence-based advocacy and policy dialogue (with both conservation and economic development actors) – carried out by IUCN in partnership with grantees at international level, in the Asia region, at transboundary level in tiger landscapes, and at national and sub-national levels in tiger countries
- Strengthen the relationship with IUCN's other work in tiger countries, grantees and other key actors in tiger conservation, and identify possible entry points for engaging in dialogue – e.g. by posting one ITHCP Secretariat staff member temporarily in IUCN's Asia Regional Office or an IUCN office in a key country for ITHCP and tiger conservation
- Use IUCN staff with relevant technical expertise as trainers or technical advisers, based on the needs identified in the self-assessments (linked to recommendation 5)
- Involve IUCN staff with relevant expertise in the identification, assessment and testing of promising and innovative habitat management options, drawing on international best practice (linked to recommendation 4)

Responsible: ITHCP Secretariat, IUCN

Recommendation 7: Elaborate a Theory of Change through a consultative process and revise the results framework

Rationale: No ToC has been elaborated for ITHCP. A ToC could have guided the design of ITHCP and elaboration of the results framework. While the results frameworks for ITHCP Phase I and for Phases II-IV overall outlined a clear strategy, they had some shortcomings in the logical hierarchy. Moreover, they outlined a project-based approach and did not contain elements for pursuing larger, catalytic, impacts.

Possible actions include:

- Elaborate a ToC through a consultative process with (selected) grantees, with support from a facilitator who is well versed in ToC and elaboration of results frameworks[1]
- Use the ToC as a basis for revising the results framework
- Add in the results framework a budgeted programme level component and the elements outlined in recommendations 2-6

Responsible: ITHCP Secretariat

Recommendation 8: Streamline and further strengthen results monitoring

[1] The ToC elaborated for the terminal evaluation (see annex 7) could serve as a starting point for discussions, but stakeholder ownership and a shared understanding of the ITHCP strategy and approach is essential

Rationale: While considerable effort has been put into developing a good results monitoring system, there were challenges associated with the interpretation of these results, especially in relation to understanding tiger population trends. Any assessment of tiger recovery processes should ensure that good questions have been asked, good scientific methods have been applied and good data are gathered, with the whole process being transparent as per usual scientific practice. The spreadsheet tools for reporting and compiling monitoring data remain large and complex, adding to the risk of data gaps and errors, and not being entirely conducive for analysis.

Possible actions include:

- Introduce an online database to facilitate reporting and analysis of monitoring data
- Review the data availability (incl. baseline data), quality and ease of data collection for each indicator
- Explore options for improving data collection or using proxies or alterative indicators, where data availability (e.g. for baselines), data quality/reliability, and/or data collection are major constraints
- Scrutinise tiger and prey population assessment methods used and check the consistency of the data reported – e.g. engage an expert to provide technical advice and quality assurance for process
- Bring grantees together in a workshop focused on tiger and prey population assessments, providing training on state-of-the art methodologies and opportunities for experience sharing including peer reviewing approaches used by other grantees
- Engage international tiger/cat population monitoring experts in peer reviewing the tiger and prey population data collection and analysis conducted by the projects – e.g. engage PAC members or other experts in IUCN or the IUCN network

Responsible: ITHCP Secretariat, grantees

7 Lessons learned

The evaluation team has identified the following lessons of wider relevance to species conservation emanating from ITHCP Phase I:

- NGOs can play an important facilitator role vis-à-vis building trust and improving the relationship and cooperation between protected area authorities and communities. It is difficult for protected area authorities to "break the ice" without such facilitation.
- Communities can play a significant and effective role in HWC management. They can be valuable partners for government in the management of situations with stray wildlife, but it will often require a third party to facilitate the process.
- NGOs can play a key role vis-à-vis facilitating decentralised transboundary cooperation on the management of shared habitats/forest complex at the level of individual protected areas. Protected area authorities do not have the same degree of flexibility as NGOs and it can be difficult for them to establish such cooperation through the standard government-to-government channels, which go through the national capitals.
- The space and windows of opportunities to engage in species conservation and protected area management are highly country- and location-specific. In particular, such windows depend on which issues the national governments as well as the authorities for the individual protected area authorities are willing to let other actors engage in.
- The type and frequency of HWC is very location specific, even within the boundaries and buffer zones of the same protected area. This is a key factor to consider, when selecting target communities.
- The promotion of appropriate livelihoods options will not lead to a tangible impact vis-à-vis reducing the pressure on habitats unless largescale uptake is ensured. Conservation actors cannot achieve the required scale on their own or directly through project-based support for communities – in particular if the areas are densely populated.

Furthermore, survey respondents shared a number of lessons they have learned through the implementation of their ITHCP projects. These have been synthesised and are presented in box 5.

Box 5: Lessons reported by ITHCP Phase I grantee staff

- Integrated conservation projects should address conservation law implementation, livelihoods, and conservation outreach.
- Communication between authorities and communities is very important and facilitates implementation.
- Participatory planning and stakeholder ownership of plans are critical for effective implementation and activity prioritisation, e.g. vis-à-vis community-based activities.
- It takes time for communities and stakeholders to understand and accept interventions that are outside cultural and traditional norms and practices. Promoting such interventions require significant capacity building and capital investment. Interventions should whenever possible be based on local traditional knowledge and new ideas should only be introduced to interested and capable champions.
- When legal provisions do not allow for formal co-management committees, other stakeholders can still be included in the process as collaborators.
- Communities can be engaged in tiger conservation – hunters can be turned into protectors.
- Voluntary community response teams cooperating with government authorities during HTC and other emergency situations can be an effective means to improve the effectiveness of emergency responses (e.g. by engaging in crowd control), thereby reducing the risk of loss of lives – human and wildlife.

- When government capacity to respond when tigers or other animals stray into community lands is insufficient, then voluntary community response teams can be an effective way to prevent casualties, make people, feel safe – thereby significantly reduce the killing of the stray animals.
- Awareness raising on how to behave when collecting resources in the forest can significantly increase the safety of people.
- Community banking is an effective approach to promote livelihood interventions.
- Community-based quick relief funding mechanisms are very helpful for families that are victims of HWC, as it can take considerable time before government compensation is received.
- Proper standards on environmental and social safeguards, incl. the use of ESMS as part of monitoring progress and ensuring no one left behind, are pivotal to conservation-related projects.
- A clear strategy should be developed for effective ESMS implementation. The roles and responsibilities of all stakeholders should be clearly spelled out and understood at the onset of the project – this is critical for ESMS implementation and for avoiding that field teams race ahead with activities that may not adhere to the ESMS.
- The time required to familiarise and ensure adherence to ESMS and the capacity and size of the grantee organisation should be factored into staff time. Resources should be allocated specifically for the management of ESMS, as this is a major project component.
- A well-designed tiger monitoring system can be used to monitor both tigers and other key wildlife species. Impact indicators should be monitored using quality research.
- Dissemination of data to a broad audience is important for maximising project impact.
- Long-term engagement and investment are needed to achieve sustainable change. Efforts carried such as habitat management, community based HWC mitigation measures and law enforcement should have a long-term goal and support.
- Tigers live in a volatile and unpredictable part of the world, and it is important that the international community continues its support despite political difficulties.
- NGOs that receive support for projects should not be pressured into engaging with central government or other parties, if there are genuine and ongoing political reasons for communication barriers. Continued pressure to engage can erode trust and potentially become inflammatory.

Source: online survey with grantee staff

Integrated Tiger Habitat Conservation Programme (ITHCP) Phase I

Final Evaluation

Volume II:
Annexes

8 June 2023
Kris B. Prasada Rao
Arjun Gopalaswamy
Ivan Naletilic

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Acronyms

CA/TS	Conservation Assured Tiger Standards
CBO	Community-Based Organisation
COVID-19	Coronavirus Disease 2019
DAC	Development Assistance Committee, OECD
ESMP	Environmental and Social Monitoring Plan
ESMS	Environmental and Social Management System
EUR	Euro
GEF	Global Environment Facility
GTRP	Global Tiger Recovery Programme
HQ	Headquarters
HTC	Human-Tiger Conflict
HWC	Human-Wildlife Conflict
ITHCP	Integrated Tiger Habitat Conservation Programme
IUCN	International Union for Conservation of Nature
KfW	Kreditanstalt Für Wiederaufbau
LPG	Liquefied Petroleum Gas
M&E	Monitoring and Evaluation
METT	Management Effectiveness Tracking Tool
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NGO	Non-Governmental Organisation
OECD	Organisation for Economic Co-Operation and Development
PA	Protected Area
PAC	Programme Advisory Committee
PC	Programme Council
Pct.	Per cent
PME	Planning, Monitoring and Evaluation Unit, IUCN
PPG	Project Preparation Grant
SMART	Spatial Monitoring and Reporting Tool
SMART	Specific, Measurable, Achievable, Relevant, Time-Bound
ToC	Theory of Change
ToR	Terms of Reference

Grantees:

DoFPS	Department of Forests and Park Services, Bhutan
FFI	Fauna and Flora International
NCF	Nature Conservation Foundation, India
WCS	Wildlife Conservation Society
WTI	Wildlife Trust of India
WWF	World Wide Fund for Nature
YAPEKA	Community Empowerment and Nature Conservation Association, Indonesia
ZSL	Zoological Society of London

Partners:

BTFF	Balipara Tract and Frontier Foundation, India
BNHS	Bombay Natural History Society, India
BZMC	Buffer Zone Management Committee, Nepal
BZUC	Buffer Zone User Committee, Nepal
CIB	Central Investigation Bureau, Nepal
CWS	Centre for Wildlife Studies, India
DNPWC	Department of National Parks and Wildlife Conservation, Nepal
DoF	Department of Forest, Nepal
FKL	Leuser Conservation Forum, Indonesia
HN	Himalayan Nature
INDECON	Indonesia Ecotourism Network
KESAN	Karen Environmental and Social Action Network), Myanmar
LKYO	Lenya Karen Youth Organisation, Myanmar
LRRM	Lokamata Rani Rashmoni Mission, India
MOECAF	Ministry of Environmental Conservation and Forestry, Myanmar
MoEF	Ministry of Environment and Forestry, Indonesia
NWBCT	Nagaland Wildlife and Biodiversity Conservation Trust, India
BBKSDA	Nature Conservation Agency, Indonesia
NTCA	National Tiger Conservation Authority, India
NTNC	National Trust for Nature Conservation, Nepal
NWCD	Nature and Wildlife Conservation Division, Myanmar
NYBG	New York Botanical Garden
RECOFTC	Regional Community Forestry Training Centre
SEAT	Save Ecosystem and Tiger, India
SEWA	Society for Environment and Wild Animals, India
TRACT	Tiger Research and Conservation Trust, India
UKFD	Uttarakhand Forest Department, India
UWICE	Ugyen Wangchuk Institute for Conservation and Environment, Bhutan
W1F	Wildlife 1 Foundation, Myanmar
WCCB	Wildlife Crime Control Bureau, Nepal
WCT	Wildlife Conservation Trust, India
WII	Wildlife Institute of India, India
WRCS	Wildlife Research and Conservation Society, India

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Annex 1: People consulted

Name	Organisation	Position	Location
Elisa Facchini	IUCN	ITHCP Programme Officer	IUCN HQ, Switzerland
Phurba Lhendup	IUCN	ITHCP Coordinator	IUCN HQ, Switzerland
Ana Nieto	IUCN	Head, Species Conservation Action Team	IUCN HQ, Switzerland
John Karuri	IUCN	Grants Finance Manager	IUCN HQ, Switzerland
Alexander McWilliam	IUCN	Species Programme Coordinator	IUCN Asia Regional Office, Thailand
Narendra Man Babu Pradhan	IUCN	Programme Coordinator	IUCN Nepal
Raquibul Amin	IUCN	Country Representative	IUCN Bangladesh
Raeesha Rahman	IUCN	Project Associate	IUCN India
Seint Sann Zaw	IUCN	Head of Office	IUCN Myanmar
Nina Otto	KfW	Project Manager	KfW HQ, Frankfurt
Matthias Bechtolsheim	KfW	Senior Adviser – NRM Team Asia	KfW HQ, Frankfurt
Ananya Mukherjee	University of Surrey	PAC member phase I + II	United Kingdom
Mohnish Kapoor	Global Tiger Forum (GTF)	Head - Global Partnerships	India
Amar Nath Choudhary	Global Tiger Forum (GTF)	Coordinator - Site-based assessments	India
Grantees – sample projects			
Kanchan Thapa	WWF Nepal	Head of Wildlife Programmes	Nepal
Ananta Ram Bhandari	WWF Nepal		Nepal
Prem Poudel	WWF Nepal	Project Manager	Nepal
Suikriti Rana	WWF Nepal		Nepal
Samundra Subba	WWF Nepal		Nepal
Anil Kumar Singh	WWF India		India
Kamlesh K. Maurya	WWF India	Landscape Coordinator, TAL-Bihar	India
Banke Lal Prajpati	WWF India		India
Yash Sethiya	WWF India	Director, Wildlife Landscapes	India
Dipankar Ghose	WWF India	Director, Wildlife and Habitats Programme	India
Pranav Chanchani	WWF India	Head – Tiger Programme	India
Febri Anggriawan Widodo	WWF Indonesia	Project manager	Indonesia
Akbar A Digdo	YAPEKA	CEO	Indonesia
Dwi Nugroho Adhiasto MTL	YAPEKA	Chairman	Indonesia
Anggi Kemala Rezki	FORUM HARIMAUKITA	ITHCP Field Officer	Indonesia
Fauzia M. Kusmarani	FORUM HARIMAUKITA	Executive Officer	Indonesia

Name	Organisation	Position	Location
Khaerul Anwar	INDECON	Network Development Manager	Indonesia
Mia Nugraheni	INDECON	Project assistant	Indonesia
Wita Simatupang	INDECON	Programme Development Manager	Indonesia
Bhagawan Raj Dahal	ZSL	Deputy Country Director	Nepal
Bishnu Thapaliya	ZSL		Nepal
Prachanda Maharjan	ZSL		Nepal
Rajul Kaul	WTI	CEO	India
Prosenjit Sheel	WTI	Project Head	India
Samrat Paul	WTI	Field Officer	India
Amitava Roy	LRRM	Honourary General Secretary	India
Uzma Faiz	LRRM	Sociologist	India
Santra Karmakar	LRRM	Sociologist	India
Md. Anwarul Islam	WildTeam	Director	Bangladesh
Mohammad Abdul Aziz	Jahangirnagar University		Bangladesh

Online survey responses (14 respondents)

- 1309: Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India (respondents: 1)
- 1311/1610: Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger (respondents: 1)
- 1327/1700: Supporting transboundary tiger recovery in India and Nepal (respondents: 1)
- 1334: Securing Source Population of Tiger, Prey and Habitats in Indo-Bhutan Manas Landscape (respondents: 1)
- 1337: Restoring tiger and prey populations in northern Myanmar through protection and enhancing livelihoods of local communities in the Myanmar-India Transboundary Tiger Conservation Landscape (respondents: 1)
- 1338: Tanintharyi Tiger Conservation Landscape Project (respondents: 2)
- 1345: Recovering Tigers in the Confluence of the Western and Eastern Ghats (respondents: 1)
- 1485: Safeguarding Indonesia's Priority Tiger Conservation Landscapes (respondents: 1)
- 1490: Karen Wildlife Conservation Initiative (KWCI)- Conserving tigers and indigenous knowledge in the Dawna-Karen Hills, Myanmar (respondents: 1)
- 1491: Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh (respondents: 3)
- Unknown project (respondents: 1)

Stakeholder and beneficiary consultations (focus group discussions, key informant interviews)

Bangladesh

- Mr Md Shahidul Islam Hawlada, Assistant Conservator of Forest, Forest Department
- Forest Tiger Response Team/Tiger Ambulance (virtual)
- Local officials, beneficiaries of cooking stoves, solar lights and alternative livelihoods: Tengrakhali, Kadamtala, Kultoli and Jelepara villages (virtual)
- Local government elected representatives; Joymoni and Chila unions
- Tiger scouts (youth groups) from Joymoni and Sabedkhan secondary schools
- Village Tiger Response Teams: Chandpai, Boiddyamari, Katakhali, Amurbunia, Gulishahali, Kachubunia teams: Chila, Sundarban and Nishanbaria unions

Name	Organisation	Position	Location

- Baghbandhus (Tiger Ambassadors): Burburia, Dokkhin Chila, Boroitala, Kachubunia, Ghoperkhal villages

India (Sundarbans)

- Officials 24 Paraganas (South) Division Forest: 1) Mr Milan Kanti Mondal, Divisional Forest Officer; 2) Mr Subhayu Saha, Range Officer, Raidighi Range: 3) Mr Shamin Pradhan, Beat Officer, Kultali Beat; 4) Mr Sukamal Chakraborty, Forest Guard, Kultali Beat
- Beneficiaries of alternative livelihoods (goats, poultry), improved cooking stove artisans: Deulbari village (Sardar Para, Chapadar Para, Naiyya Para, hamlets)
- Primary Response Team: Kultali Block
- School leadership, SEC School,Kultali Block

India (Terai)

- Valmiki Tiger Reserve: 1) Dr. K. Nessaman, Field Director; 2) Mr Gaurav Pardyuman, Deputy Director
- Valmiki Tiger Reserve field staff: Darwabari, T4, N1 APC (ranger posts): Valmikinagar and Ganuali Range
- Valmiki Tiger Reserve field staff: 1) Mr Sunil Pathak, Range Officer; 2) Mr Pankah Ojja, Field Biologist; 3) Mr Dhrendra Thakur, Forester; 4) Mr Om Praksah Forest Guard; 5) Mr Naveen, Forest Guard; 6) Mr Brijmohan, tiger tracker; 7) Mr Satya, Tiger tracker; 8) Mr Abdul, Tiger Tracker; 9) Bihar, Tiger Tracker; 10) Mr Saheb Alam, Tiger Tracker: Manguraha Range
- Youth trained and engaged in eco-tourism (nature guides, souvenir shop manager, hospitality/canteen manager and staff, drivers)
- Sunil Kumar Mahto, Village Panchyat Head, Nauragia village
- Eco Development Committee: 1) Mr Chandrabhan Mahto, Joint Secretary; 2) Mr Bharat Lal Mahto, President: Naurnagia village; 3) Mr Sanjay Kumar Dahait, President Belhwa village
- Alternative livelihoods beneficiaries: polyhouses and vermicompost, sewing machines: Nauragia village
- Primary school, headmaster, teachers, student: Madanpur village
- Eco Development Committee: 1) Mr Pramod Mahto, President; 2) Ms Shakuntla Devi, Joint Secretary: Binwalia Village
- Alternative livelihoods beneficiaries: polyhouses and vermicompost, sewing machines, LPG, solar light: Binwalia village
- Ms Targaniya Devi, Village Panchayat Ward Member: Harkatwa village
- Eco Development Committee: 1) Mr Pardeshi Nath, President; 2) Mr Om Prakash Gaurav, Joint Secretary: Harkatwa village
- Alternative livelihoods beneficiaries (ITHCP Phase II): self-help groups, LPG, HWC/solar street lights: Harkatwa village

Nepal (Chitwan-Parsa)

- Parsa National Park: 1) Mr Surya Khadka, Acting Chief Conservation Officer; 2) Mr Himal Pathak, Ranger
- Sunakhari Buffer Zone User Committee (BZUC) and beneficiaries (homestays, culture house, improve cowsheds, vegetable farming, predator proof corrals, forest restoration, HWC mitigation): 1) Mr Bhim Bahadur Pakhrin, Chairperson; 2) Mr Jeevan Shrestha, Chairperson; 3) Mr Shambhu Poudel, Chairperson, Homestay; 4) Ms Muna Thapa, BCC facilitator; 5) Mr Udaya Shrestah, Member; 6) Mr Niroj Pradhan, Community-based Anti-poaching Unit (CBAPU)/Rapid Response Team (RRT) Coordinator; 7) Mr Bir Bahadur Lopchan, Member of sub-committee; 8) Ms Sunita Budhathoki, Member; 9) Mr Graha Lama, Chairperson of Buffer Zone Community Forest; 10) Mr Bibelal Lopchan, member of sub-committee
- Nirmal BZUC and beneficiaries (homestays, predator proof corrals, HWC mitigation): 1) Mr Chin

Name	Organisation	Position	Location
Bahadur Shrestha, Chairperson; 2) Mr Ram Bahadur Shrestha, Secretary; 3) Mr Santos Shrestha, former chairperson; 4) Ms Debaki Lama, Treasurer; 5) Mr Dhan Bahadur Shrestha, Forest Guard; 6) Mr Harka Bahadur Shrestha, Forest Guard 7) Mr Mahesh Shrestha, Chairperson of CBAPU: • Nirmalthori BZUC and beneficiaries (homestays, predator proof corrals): 1) Mr Bal Kumar Basnet, Chairperson of BZUC; 2) Ms Sapika Thapa, Chairperson of CBAPU; 3) Mr Bikram Bista, Office Secretary; 4) Mr Binod Raj Chapagain, Treasurer; 5) Ms Shova Jimba, CBAPU; 6) Ms Bimala Thokar, CBAPU; 7) Mr Raj Bahadur Khatane, Vice-chairperson of Nirmal BZUC; 8) Mr Gokul Rijal, CBAPU • Ayodhyapuri BZUC and beneficiaries (biogas, goat rearing, predator proof corrals, forest restoration, HWC mitigation): 1) Mr Shivji Gayak, Chairperson of BZUC; 2) Mr Krishna Maya Baral, Office Secreary; 3) Mr Surya Adhikari, Chairperson of CBAPU; 4) Mr Mohan Bahadur Pun, Chairperson of community homestay; 5) Mr Dharmaraj Adhikari, Member • Rewa BZUC: Mr Shiv Bahadur Karki, Chairperson; Mr Surya Khanal, Office Secretary • Community-based milk collection depot and chilling plant: Bagauda • Panchpandav BZUC: 1) Mr Jagnarayan Bote, Office Secretary, BZUC; 2) Mr Santosh Bote, Chairperson, Bote community homestay: 3) Ms Madhuri Bote, Member **Nepal (Bardia-Banke)** • Banke National Park: Chief Conservation Officer • Bardia National Park: 1) Chief Conservation Officer; 2) Mr. Badri Vinod Dahal - Assistant Conservation Officer • NTNC Banke-Bardia Office: Dr. Rabin Kadariya, Officer in charge • NTNC Bardia: Mr Umesh Paudel • Khuna women banking group (Banke), incl.: 1) Ms Sushma Khuna, President; 2 Ms Pabitri Khuna, Vice-president; 3) Ms Kamala Khuna, Secretary • Buffer Zone Management Committee (Banke): Mr. Gahendra Kumar Khadka, chairman • Gabhar Community-based Anti-poaching Unit (CBAPU): Krishna Chaudhary, network chairman; 2) Mr Prabha Punya Malla, member • Gabhar Community Homestay Management Committee: Mr Ganga Dutta Jaishi, Vice President • Wildlife Victim Single Women Group Bardia (widows), incl: Ms Amrita Jaishi, President; Ms Sarita Chaudhary, Secretary • Beneficiaries (predator proof corrals): Gobrela village **Indonesia** • Department of Natural Resources, Planning and Cooperation Section (BBKSDA), Riau: 1) Mr Ujang, Head of Planning and Coopration Section; 2) Ms Dhian; 3) Ms Olivia Tirta Manurung; 4) Polhut; 5) Mr Erwan • Riau Tourism Office: 1) Ms Savitri Handayani, Head of Tourism Resources; 2) Mr Eyudin Heru • Tanjung Belit village: Efris Desmii, Village Head + community members • Terusan village: Damri, Village Head + community members • Aur Kuning village: Azuar, Village Head + community members			

Annex 2: Documents consulted

Operational Manuals

- Integrated Tiger Habitat Conservation Programme Phase 1 (ITHCP), Operational Manual, IUCN, 2015
- Integrated Tiger Habitat Conservation Programme Phase II & Phase III, Operational Manual, IUCN

Guidelines

- Detailed Instructions for Applicants Integrated Tiger Habitat Conservation Programme (ITHCP), IUCN, 2014
- Guidelines for developing your full proposal Integrated Tiger Habitat Conservation Programme (ITHCP), IUCN, 2015
- Guidelines for Applicants – Call for concepts II Integrated Tiger Habitat Conservation Programme (ITHCP), IUCN
- Guidelines for developing your full proposal – Call II Integrated Tiger Habitat Conservation Programme (ITHCP), IUCN

Grant Assessments and Project proposals, with attachments and amendments

- Integrated Habitat Conservation and Eco-development in Vidharba Tiger Landscape, Maharashtra Forest Department, 2015
- Karen Wildlife Conservation Initiative (KWCI)- Conserving tigers and indigenous knowledge in the Dawna-Karen Hills, Myanmar, Wildlife Asia, 2017
- Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh, Wildlife Trust of India, 2017
- Recovering Tigers in the Confluence of the Western and Eastern Ghats, Nature Conservation Foundation, 2015
- Restoring tiger and prey populations in northern Myanmar through protection and enhancing livelihoods of local communities in the Myanmar-India Transboundary Tiger Conservation Landscape, Wildlife Conservation Society, 2015
- Safeguarding Indonesia's Priority Tiger Conservation Landscapes, FFI, 2016
- Securing Source Population of Tiger, Prey and Habitats in Indo-Bhutan Manas Landscape, Aaranyak, 2015
- Securing tigers and their habitat and simultaneously benefit people in Baling Wildlife Reserve, Riau (Continuation of 2015-2019 phase 1 ITHCP project "Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger Landscape"), Yapeka, 2020
- Securing the Future of Tigers in Bhutan Manas Complex, Department of Forests and Park Services, Ministry of Agriculture and Forests, Royal Government of Bhutan, 2015
- Supporting trans-boundary tiger recovery in India and Nepal, ZSL, 2015
- Supporting trans-boundary tiger recovery in India and Nepal (Phase I – Additional Funding), ZSL, 2021
- Tanintharyi Tiger Conservation Landscape Project, FFI, 2015
- Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India, WWF Germany, 2015
- Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger Landscape, WWF Germany, 2015

Technical Reports on Preparation Grant

- Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger Landscape
- Integrated Habitat Conservation and Eco development in Vidharba Tiger Landscape, Scoping Study Report
- Mapping of village boundaries and customary rights around Tanintharyi, Lenya & Lenya Extension Proposed Protected Area, 2015
- Project Preparation Grant Report for "Securing the Future of Tigers in Bhutan Manas Complex", 2015
- Recovering Tigers in the Confluence of the Western and Eastern Ghats, Nature Conservation Foundation, 2015
- Restoring tiger and prey populations in northern Myanmar through protection and enhancing livelihood of local communities in the Myanmar-India Transboundary Conservation Landscape
- Securing Source Population of Tiger, Prey and Habitats in Indo-Bhutan Manas Landscape, 2015
- SOCIAL IMPACT ASSESSMENT AND MITIGATION PLAN OF FIVE PRIORITY TIGER CONSERVATION LANDSCAPES IN SUMATRA. Safeguarding Indonesia's priority Tiger Conservation Landscapes Project Preparation Grant, 2016
- Supporting trans-boundary tiger recovery in India and Nepal, ZSL
- Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India, WWF Nepal, 2015
- Supporting trans-boundary tiger recovery in India and Nepal, ZSL

Project technical reports, with annexes

- Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger Landscape, WWF Germany (7 reports)
- Integrated Habitat Conservation and Eco-development in Vidharba Tiger Landscape, Maharashtra Forest Department (final report)
- Karen Wildlife Conservation Initiative (KWCI)- Conserving tigers and indigenous knowledge in the Dawna-Karen Hills, Myanmar, Wildlife Asia (final report)
- Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh, Wildlife Trust of India (3 reports)
- Recovering Tigers in the Confluence of the Western and Eastern Ghats, Nature Conservation Foundation (final report)
- Restoring tiger and prey populations in northern Myanmar through protection and enhancing livelihoods of local communities in the Myanmar-India Transboundary Tiger Conservation Landscape, Wildlife Conservation Society (final report)
- Safeguarding Indonesia's Priority Tiger Conservation Landscapes, FFI (final report)
- Securing Source Population of Tiger, Prey and Habitats in Indo-Bhutan Manas Landscape, Aaranyak (final report)
- Securing the Future of Tigers in Bhutan Manas Complex, Department of Forests and Park Services, Ministry of Agriculture and Forests, Royal Government of Bhutan (final report)

- Securing tigers and their habitat and simultaneously benefit people in Baling Wildlife Reserve, Riau (Continuation of 2015-2019 phase 1 ITHCP project "Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger Landscape"), Yapeka (3 reports)
- Supporting trans-boundary tiger recovery in India and Nepal, ZSL (6 reports)
- Supporting trans-boundary tiger recovery in India and Nepal (Phase I – Additional Funding), ZSL (final report)
- Tanintharyi Tiger Conservation Landscape Project, FFI (final report)
- Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India, WWF Germany (6 reports)

Mission reports

- Aide Memoire Assam, India (Nov 2021)
- Aide Memoire Karnataka, India (Nov 2021)
- Aide Memoire West Bengal, India (Nov 2021)
- Bhutan and Nepal (Dec 2016)
- ITHCP Final Monitoring Report (Phase I) Nepal (Dec 2021)
- Sumatra (July 2017)
- Wildlife Asia, Karen State, Myanmar (Feb 2018)
- Wildlife Conservation Society, NE India Section (Feb 2018)
- Wildlife Conservation Society, N Myanmar Section (Feb 2018)
- Assam, Delhi, and Karnataka (Nov - Dec 2015)
- ITHCP Project Monitoring, Learning and Evaluation Report (Phase I) Bangladesh (Nov 2021)
- India (Feb 2019)
- Indonesia (Oct 2018)
- Report on ITHCP first Grantees Workshop in Pench Tiger Reserve, Maharashtra (2018)
- Maharashtra (Oct 2017)
- Nepal (Sep 2017 and Mar 2018)

ITHCP Indicator data

- Collated indicator data from Grantees Final Reports (reports from 12 grantees)
- Collated HWC data from grantees
- ITHCP Phase I Impact Report

Studies and reports

- Action Plan for Conservation of High-Altitude Tiger Habitats in Bhutan, India, and Nepal.
- Report: Developing mechanisms to expand the tiger programme to incorporate snow leopards, leopards, and clouded leopards, 2021.
- Report on ITHCP first Grantees Workshop in Pench Tiger Reserve, Maharashtra, 2018.
- Review of practices to improve and secure long-term Human-Tiger / Leopard Coexistence in tiger range countries.
- Report: Status of Tiger Habitats in High Altitude Ecosystems of Bhutan, India, and Nepal (Situation Analysis), 2019.

ITHCP Final Impact Report

- ITHCP (2021): Impact Results from Projects implemented between 2015 and 2021

ITHCP Mid-Term Evaluation

- ITHCP Mid-Term Evaluation Report (2018)

PAC meeting reports

- PAC meeting reports 2015-2020
- Phase II appraisal meeting minutes, 2018

Phase II - III Project Proposals

- Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India- Phase II, WWF Germany, 2021
- Supporting trans-boundary tiger recovery in India and Nepal, ZSL, 2021
- Protecting Tigers, People and their vital habitats in the Sundarban delta in India and Bangladesh – Phase II, WTI, 2021
- Supporting trans-boundary tiger recovery in India and Nepal, ZSL, 2021
- Advancing human and tiger harmony in Rimbang Baling Wildlife Reserve, Central Sumatran Tiger Landscape, Yapeka, 2022

Other

- Technical Reports to KfW 2014-2022. Integrated Tiger Habitat Conservation Programme, IUCN, 2014-2022 (16 technical reports)
- Monitoring templates, Phase II– III
- ITHCP indicator template
- ITHCP Phase II Impact Report template
- ITHCP Phase III Impact Report template
- ITHCP Livelihood Indicator Guidance
- ITHCP Log frames and budgets
- KfW-IUCN Agreements for Phase I-III
- Logframes for Phase I & II-III
- Budgets for Phase I & II-III
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- Global Tiger Recovery Program 2010-2020, GTI, 2010
- Global Tiger Recovery Program Implementation Plan 2013–14, GTI, 2013
- Integrated Tiger Habitat Conservation Program (ITHCP), Final Inspection Report, KfW, 2022.
- Integrated Tiger Habitat Conservation Programme in Asia Feasibility Study. Max Kasparek and Barry Spergel, 2013
- Integrated Tiger Habitat Conservation Programme Project portfolio snapshots, 2019
- Impact results from projects implemented between 2015 and 2021 July 2021 INTEGRATED TIGER HABITAT CONSERVATION PROGRAMME, IUCN, 2021
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- Programme Itinerary for field visits: Mr. Kris B. Prasada Rao & Dr. Arjun Gopalaswamy to Valmiki Tiger Reserve, Bihar, Under project: ITHCP-KFW Phase I & II, 2023
- Regional Conservation Trust Funds, An Analytical Study prepared for the German Development Bank (KfW) and the Conservation Finance Alliance, by Barry Spergel, 2012
- Conservation in the Sundarbans - ITHCP Phase I and Phase II, WildTeam, ppt.
- Protecting Tigers, People and their vital habitats in the Sundarban delta in India and Bangladesh, Phase 1, WTI, final ppt.
- SUNDARBAN TIGER PROJECT-PHASE 1. An overview of the project landscape, WTI, ppt.
- The St. Petersburg Declaration on Tiger Conservation, 2010
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- Tiger Conservation in VTR: Progress Updates & ITHCP Phase I & II, WWF India, 2023, ppt.
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Annex 3: Field mission programme

Bangladesh	1491	Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh	WildTeam

DAY 1: Saturday, 4 February 2023

Time	Activity	Persons and teams met
08:10	Arrival in Dhaka	
12:30	Lunch at Cosmos Centre guest house	
13:30	Video presentation on WildTeam activities Meet (virtually) the Forest Tiger Response Team (FTRT), TigerAmbulance	Md Mujibul Haque Md Sukur Ali
14:30	Meet (virtually) beneficiaries of Improved Cooking Stove (ICS), Solar light and alternative livelihood at a tiger tolerant village in Munshiganj Union, Satkhira District	Md Anwarul Islam, Union Parishad Member Isma Azam, Field Manager, BEDS NGO Beenficaries from villages: Tengrakhali, Kadamtala. Kultoli, Jelepara
18:30	Dinner and overnight stay at guest house	

DAY 2: Sunday, 5 February 2023

Time	Activity	Persons and teams met
06:00	Leave for WildTeam Conservation Biology Centre (WCBC), Joymoni, Chandpai, Mongla, Bagerhat, in the Sundarbans	
13:00	Arrival at TigerHouse/WCBC	
13:30	Lunch at WCBC	
14:00	Presentation of WildTeam/Phase I& II activities	
15:00	Meet TigerScouts and visit Sundarbans Education Centre	Joymoni Secondary School Sabedkhan Secondary School
16:00	Meet Forest Department	Md Shahidul Islam Hawlada, Assistant Conservator of Forest
17:00	Evening walk to experience Sundarbans village life	
18:30	Dinner and overnight stay at WCBC	

DAY 3: Monday, 6 February 2023

Time	Activity	Persons and teams met
07:30	Breakfast at WCBC	
08:00	Drinking water distribution to local community and talk to beneficiaries	
9:00	Sundarbans Interpretation Centre presentation	
10:00	Meet local government representative and community	
12:30	Lunch at WCBC	
14:00	Village Tiger Response Teams (VTRT) + demonstration on how VTRTs addresses a stray tiger incident	VTRTs: Chandpai, Boiddyamari, Katakhali, Amurbunia, Gulishahali, Kachubunia
15:30	Meet BaghBandhus (tiger ambassadors/friends of tigers) at a village forum	Al-Amin Musalli Farzana Begum Md. Emran Biswas Madhury Adhikary Hafez Khalilur Rahman

17:00	Walk along river side, talk to community about livelihood	
18:30	Dinner and overnight stay at WCBC	

DAY 4: Tuesday, 7 February 2023

Time	Activity	Persons and teams met
07:00	Breakfast at WCBC	
07:30	Leave for Adachai, a tiger habitat in the Sundarbans	
11:00	Early lunch and leave for Mongla by speed boat	
12:00	Leave for Dhaka	
18:30	Dinner and overnight stay at Cosmos Centre guest house	

DAY 5: Wednesday, 8 February 2023

Time	Activity	Persons and teams met
04:30	Tea and leave for airport	

India	1491	Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh	WTI

DAY 1: 8 February 2023 (Wednesday)

Time	Activity	Persons and teams met
0745	ETA in Kolkata is 0745 Travel to LRRM office	
0900	Breakfast at Baruipur Restaurant	
1100	Break at LRRM office Interaction session over tea Presentation on Project overview	
1200	Travel to WTI Field Station	
1330	Brief visit to WTI Field station Lunch arrangements in the WTI Boat	
1430	Solar Lights site visit	
1500	Travel to Kultali Beat Office from Naskar Ghaat	
1515	Interaction with Forest Officials and frontline staff from 24 Paraganas (South) Division Forest @ Kultali Beat Office	Milan Kanti Mondal, Divisional Forest Officer Subhayu Saha, Range Officer, Raidighi Range Shamin Pradhan, Beat Officer, Kultali Beat, Raidighi Range Sukamal Chakraborty, Forest Guard, Kultali Beat Office
1630	Travel to Cini Guest House from Kultali Beat Office	
2000	Dinner in the guest house	

DAY 2: 9 February 2023 (Thursday)

Time	Activity	Persons and teams met
0730	Breakfast in the guest house	
0800	Leave for Field Site	
1000	Arrive at Saborali Ghaat for field site visit Alternative income generation beneficiaries: goats, poultry (Phase-1 & Phase-II), Improved cooking stove beneficiaries visit Deulbari village	Beneficiary hamlets: Sardar Para, Chapadar Para, Naiyya Para, Saradar Para
1330	Lunch at WTI Boat (Deulbari Forest Ghaat)	
1430	Leave for LRRM office/ Cini Guest House for presentation of Phase-I activities and lessons incorporated in Phase II	
1530	Break/tea time	
1545	Presentation and discussion in the boat	
2000	Dinner in the guest house	

DAY 3: 10 February 2023 (Friday)

Time	Activity	Persons and teams met
0730	Breakfast in the guest house	
0900	Visit to Nylon Net Fence site	
1000	Visit SEC school, Kultali Block Interaction with school authority and Interaction with primary response team members	
1200	Leave for Kolkata. Stay arranged in hotel	

DAY 4: Saturday, 10 February 2023

Time	Activity	Persons and teams met
	Flight to Gorakhpur	

India	1309	Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India	WWF India

Valmiki Tiger Reserve, Bihar				
Date	**Location**	**Activity**	**No of Participants**	**Key Staff/Officials/Community Leaders/Beneficiaries Name**
12-Feb	Valmikinagar & Ganuali Range	Visited APC supported through ITHCP Phase I project (Darwabari APC, T4 APC & N1 APC) & interaction with VTR field staff	8	Mr. Sunil Kumar, Mr. Ritesh Kumar & Mr. Rahul
13-Feb	Jungle Camp, Valmikinagar	Interaction with youth trained and engaged in Eco-tourism (Nature guide, souvenir shop, hospitality etc.)	15	Mr. Abhay Kumar, Manager Jungle Camp Mr. Anarud Sokhait, Canteen Manager Mr. Subham Srivastva, Nature Guide Mrs. Rambha Kumari, Souvenir Shop Manager
	Nauragia Project village (Phase I)	Interaction with communities/beneficiaries supported for livelihood and alternate energy	61	Mr. Sunil Kumar Mahto, Village Panchyat Heads Mr. Bharat Lal Mahto, President of Eco Development Committee-Naurnagia village Mr. Chandrabhan Mahto, Joint Secretory of EDC Mr. Sanjay Kumar Dahait, President EDC Belhwa village Raju Mahto beneficiary of Polyhouse & vermicompost Ram Sewak Mahto beneficiary of Polyhouse Kuldeep Mahto benfeciary of Polyhouse Gyanti Devi beneficiary of sewing machine Nirsha Kumar beneficiary of Sewing machine
	Madanpur	School visit Interaction with teachers & students Observe Ek Prithvi activities	7	
	Binwalia Project village (Phase I)	Interaction with communities/beneficiaries supported for livelihood and alternate energy	30	Mr. Pramod Mahto, President Eco Development Committee Binwalia Village Mrs. Shakuntla Devi, Joint secretory EDC Mr. Jai Narayan Kaji beneficiary of polyhouse & vermicompost Mr. Palat Mahto beneficiary of polyhouse Mrs. Asha Devi beneficiary of LPG & solar light

				Mrs. Usha Devi befeciary of sewing machine Urmila Devi beneficiary of sewing machine Babita Devi beneficiary of sewing machines
14-Feb	Mangu-raha Range	Field visit to observe habitat management interventions and interaction with VTR field staff	9	Mr. Sunil Pathak, Range Officer Mr. Pankah Ojja, Field Biologist Mr. Dhrendra Thakur, Forester Mr. Om Praksah Forest Guard Mr. Naveen, Forest Guard Mr. Brijmohan, tiger tracker Mr. Satya, Tiger tracker Mr. Abdul, Tiger Tracker Mr. Bihar, Tiger Tracker Mr. Saheb Alam, Tiger Tracker
	Harkatwa Project vil-lage (Phase II)	Interaction with communi-ties/beneficiaries supported for livelihood and alternate energy & HWC Mitigation measures	56	Mr. Pardeshi Nath, President EDC; Mr. Om Prakash Gaurav, Joint secre-tory EDC Mrs. Targaniya Devi Village Panchayat Ward Member Mrs. Anisha Devi, SHG member Mr. Tuntun Nath beneficiary of LPG Mr. Parmewshar Nath, community member Mrs. Maya Devi, SHG member Mr. Ramashankr Mahato, community member
	Drive to Bettiah, VTR HQ	Interaction with Valmiki Tiger Reserve authority	2	Dr. Nessamani K., Field Director, Mr. Pardyuman Gaurav, Deputy Direc-tor

Nepal	1309	Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India	WWF Nepal

Day I: 14 Feb 2023

- Received guest from Birjung custom office.
- Briefing meeting at Hotel Classic.

DAY II: 15 Feb 2023

- Meeting with park officials of Parsa National Park (PNP), ZSL Nepal, WWF Nepal team.
- Briefing of ITHCP support activities in PNP and discussion regarding its impact on conservation.
  Participants:
  - Surya Khadka, Acting Chief Conservation Officer, PNP
  - Himal Pathak, Ranger, PNP
  - Dr. Bhagwan Dahal, ZSL Nepal
  - Dr. Ananta Bhandari, WWF Nepal
  - Mr. Prem Poudel, TAL Nepal
  - Mr. Prachanda Maharjan, ZSL Nepal
  - Mrs. Suikriti Rana, WWF Nepal
- Field observation of ITHCP support activities: Grassland management, Guard post construction, Fireline construction and maintenance at core area of PNP.
- Welcome by community at Sunakhari and discussion meeting. Overall briefing by Mr. Bhim Bahadur Pakhrin.
- Field observation: Homestay, culture house, improve cowshed, IGAs – Vegetable farming, predator proof pan, forest restoration, HWC mitigation measure, Habitat management in BZCFs, Watch tower, Wetland etc.
  Participants:
  - Mr. Bhim Bahadur Pakhrin, Chairperson of Sunakhari BZUC
  - Mr. Jeevan Shrestha, Chairperson of Sunakhari BZUC.
  - Mr. Shambhu Poudel, Chairperson of Sunakhari Homestay.
  - Mrs. Muna Thapa, BCC facilitators
  - Mr. Udaya Shrestah, Member
  - Mr. Niroj Pradhan, CBAPU/RRT Coordinator
  - Mr. Bir Bahadur Lopchan, Member of sub-committee
  - Mrs. Sunita Budhathoki, Member
  - Mr. Graha Lama, Chairperson of BZCF
  - Mr. Bibelal Lopchan, member of sub-committee

DAY III: 16 Feb 2023

- Arrival at Nirmal BZUC and welcome by community.
- Short briefing by Chin Bahadur Shrestha, Chairperson of Nirmal BZUC.
- Field observation of Syaulibasti restoration sites.
  Participants:
  - Mr. Chin Bahadur Shrestha, Chairperson of Nirmal BZUC.
  - Mr. Ram Bahadur Shrestha, Secretory of Nirmal BZUC
  - Mr. Santos Shrestha, Ex-chairperson of Nirmal BZUC.
  - Mrs. Debaki Lama, Treasure of Nirmal BZUC
  - Mr. Dhan Bahadur Shrestha, Forest Guard
  - Mr. Harka Bahadur Shrestha, Forest Guard
  - Mr. Mahesh Shrestha, Chairperson of CBAPU
- Arrival at Nirmalthori BZUC and welcome by community.
- Observation of wetland, predator proof pan and discussion meeting with CBAPU/RRT
  Participants:
  - Mr. Bal Kumar Basnet, Chairperson of Nirmalthori BZUC
  - Mrs. Sapika Thapa, Chairperson of CBAPU

- Mr. Bikram Bista, Office Secretory
- Mr. Binod Raj Chapagain, Treasure
- Mrs. Shova Jimba, CBAPU
- Mrs. Bimala Thokar, CBAPU
- Mr. Raj Bahadur Khatane, Vice-chairperson of Nirmal BZUC
- Mr. Gokul Rijal, CBAPU

- Arrival at Ayodhyapuri BZUC and observation of biogas, goat farming, predator proof pan, forest restoration.

  Participants:
  - Mr. Shivji Gayak, Chairperson of Ayodhyapuri BZUC.
  - Mrs. Krishna Maya Baral, Office Secretory
  - Mr. Surya Adhikari, Chairperson of CBAPU
  - Mr. Mohan Bahadur Pun, Chairperson of community homestay.
  - Mr. Dharmaraj Adhikari, Member

DAY IV: 17 Feb 2023

- Observation of fish farming at Rewa BZUC.
  - Mr. Shiv Bahadur Karki, Chairperson of Rewa BZUC.
  - Mr. Surya Khanal, Office Secretory
- Observation of Milk collection depo and chilling plant at Bagauda BZUC.

- Arrival at Bote homestay and welcome by community. Observation of community homestay.
  - Mr. Santosh Bote, Chairperson of Bote community homestay.
  - Mr. Jagnarayan Bote, Office Secretory of Panchpandav BZUC.
  - Mrs. Madhuri Bote, Member
- Visit Chitwan National Park and observation of wetland, grassland, watchtower, forest road etc. Interaction with park officials.
  - Mr. Mahesh Neupane, Conservation Officer, Chitwan National Park (CNP)
  - Mr. Raju Ghimire, Conservation Officer, CNP

DAY V: 18 Feb 2023

- Departure to Kathmandu

Nepal	1327 1700	Supporting transboundary tiger recovery in India and Nepal	ZSL

Day	Particulars	Time (Hrs)
15 February	Visit to PNP and meeting with CCO	9:00-10:00
	Observation of intervention (Watchtower, Guard post) in west of PNP	10:00-12:30
	Lunch at Amlekhgunja	13:00-14:00
	Observation of interventions (Guard posts, law enforcement) in PNP extension	14:00-17:00
	Drive to Ichha Hotel Simara	17:00-18:00
16-17 February		
18 February	Fly to Banke National Park (Nepalgunj Airport)	13:25
	Drive to Hotel Central Plaza	
19 February	Breakfast at Hotel Central Plaza	8:00-9:00
	Drive to Banke National Park	9:00-10:00
	Meeting with CCO • Dr. Rabin Kadariya – Program In charge, NTNC Banke-Bardia office Meeting was held in ZSL Banke field office	10:00-11:00
	Observation of intervention (Guard post and law enforcement) in east of BaNP	11:00-13:00
	Lunch at Kusum	13:00-14:00
	Meeting with community banking group (Khuna Women Group), incl.: 1. Mrs Sushma Khuna – President 2. Pabitri Khuna – Vice-president 3. Mrs Kamala Khuna – Secretary	14:00-15:00
	Meeting with Buffer Zone Management Committee: Mr. Gahendra Kumar Khadka, chairman	15:00-16:00
	Drive Back to Hotel Central Plaza	16:00-18:00
20 February	Breakfast at Hotel Central Plaza	8:00-9:00
	Meeting Chief Conservation Officer – Banke National Park	9:00-10:00
	Observation of watch tower and grassland	10:00-11:30
	Meeting with CBAPU and drive coral HHs at Gabhar: • Mr. Krishna Chaudhary – CBAPU network chairman • Prabha Punya Malla – CBAPU member	11:30-13:00
	Lunch at Gabhar Meeting with Gabhar Community Homestay Management Committee: • Ganga Dutta Jaishi – Vice President	13:00-14:00
	Deurali Guard post visit	14:00-16:00
	Depart to Bardiya NP	18:00
21 February	Breakfast at Babai resort	8:00-9:00
	CCO BNP meeting: • Chief Conservation Officer • Mr. Badri Vinod Dahal – Assistant Conservation Officer	10:00-11:00
	Meeting with Wildlife Victim Single women Group Bardiya, incl: • Mrs. Amrita Jaishi – President • Mrs. Sarita Chaudhary – Secretary	11:00-12:00
	Meeting with NTNC-BCP • Umesh Paudel	12:00-13:00

	Lunch at NTNC-BCP	13:00-14:00
	Jungle drive (fireline wooden bridge observation)	14:00-17:00
	Drive back to Babai resort	17:00
22 February	Breakfast	8:00-9:00
	Coral observation and interaction with local community at Gobrela	10:00- 11:00
	Visit to guard post at Dhakela	11:00-13:00
	Lunch	13:00-14:00
	Debrief meeting	14:00-15:00
23 February	Excursion in Bardia National Park	7:00-17:00
24 February	Fly back to Kathmandu	9:00

Indonesia	1311 1610	Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger	YAPEKA

Date	Location	Activity	Note
March 4th		Arjun and Ivan arrive in Jakarta	Arjun picked up at Jakarta airport and went to Bogor hotel. Travelled by car
March 5th	Jakarta		
9.00 am – 12.00 pm	Bogor	Meeting with ITHCP consortium	Meeting carried out at hotel in Bogor
12.00 pm – 1.30 pm	Bogor	Lunch	Mission monitoring team, ITHCP consortium and partners
1.30 pm – 5.00 pm	Bogor	Meeting with ITHCP consortium and partners	Mission monitoring team, ITHCP consortium and partners
5.00 pm	Bogor	Wrap up meeting	Mission monitoring team back to hotel
March 6th			
4 am – 6 am	Jakarta	Go to Jakarta airport, flight to Pekanbaru	Travelled by car
7.30 am – 9.15 am	Pekanbaru	Mission monitoring team and ITHCP consortium go to Pekanbaru	The mission monitoring team and ITHCP consortium were picked up by the committee in Pekanbaru. Travelled by flight
10.00 am – 1.30 pm	Pekanbaru	Go to Pekanbaru hotel and lunch	Mission monitoring team and ITHCP consortium.
2.00 pm – 4.30 pm	Pekanbaru	Meeting with Riau Tourism Office	Mission monitoring team and ITHCP consortium.
5.00 pm – 8 pm	Pekanbaru	Back to Pekanbaru hotel and dinner	The mission monitoring team and ITHCP consortium
March 7th			
7.00 am – 8.00 am	Pekanbaru	Breakfast at Pekanbaru Hotel	The mission monitoring team and ITHCP consortium
8.30 am – 12.00 pm	Pekanbaru	Meeting with BBKSDA Riau	The mission monitoring team and ITHCP consortium. The meeting was held at BBKSDA Riau office
12.00 pm – 1.00 pm	Pekanbaru	Lunch	The mission monitoring team and ITHCP consortium
1.30 pm – 5.30 pm	Tanjung Belit	Mission monitoring team and ITHCP consortium travel to Tanjung Belit	The mission monitoring team, BBKSDA Riau and ITHCP consortium. Travel by car
7.00 pm – 8.00 pm	Tanjung Belit	Dinner with Tanjung Belit stakeholders (traditional leaders, village stakeholders)	The mission monitoring team, BBKSDA Riau and ITHCP consortium rest at homestay in Tanjung Belit
March 8th			

7.00 am – 8.00 am	Tanjung Belit	Breakfast	The mission monitoring team, BBKSDA Riau and ITHCP consortium
8.30 am – 11.00 am	Tanjung Belit	Travel from Tanjung Belit to Terusan Village	Life jackets provided. The mission monitoring team, BBKSDA Riau and ITHCP consortium. Travel by boat
11.30 am – 1.30 pm	Terusan	Arrives at Terusan Village and lunch	The mission monitoring team, BBKSDA Riau and ITHCP consortium
1.30 pm – 4.00 pm	Terusan	Meetings with community groups, traditional leaders, village stakeholders.	The mission monitoring team, BBKSDA Riau and ITHCP consortium
4.00 pm – 5.00 pm	Aur Kuning	Travel to Aur Kuning	The mission monitoring team, BBKSDA Riau and ITHCP consortium. Travel by boat
5.00 pm – 7.00 pm	Aur Kuning	Arrives in Aur Kuning and dinner	The mission monitoring team, BBKSDA Riau and ITHCP consortium
March 9th			
7.00 am – 8.00 am	Aur Kuning	Breakfast in Aur Kuning	The mission monitoring team, BBKSDA Riau and ITHCP consortium
8.30 am – 11.30 am	Aur Kuning	Meetings in Aur Kuning with community groups, traditional leaders, village stakeholders.	The mission monitoring team, BBKSDA Riau and ITHCP consortium
12.00 pm – 1.00 pm	Aur Kuning	Lunch in Aur Kuning	The mission monitoring team, BBKSDA Riau and ITHCP consortium
1.30 pm – 5.00 pm	Aur Kuning	Field trip to patrol location	The mission monitoring team, BBKSDA Riau and ITHCP consortium
6.00 pm – 7.30 pm	Aur Kuning	Dinner in Aur Kuning	The mission monitoring team, BBKSDA Riau and ITHCP consortium
March 10th			
7.00 am – 8.00 am	Aur Kuning	Breakfast	The mission monitoring team, BBKSDA Riau and ITHCP consortium
8.00 am – 10.30 am	Tanjung Belit	Travel from Aur Kuning to Tanjung Belit	Check in at Tanjung Belit homestay. The mission monitoring team, BBKSDA Riau and ITHCP consortium. Travel by boat
10.30 am – 1.30 pm	Tanjung Belit	Friday pray and lunch	Lunch at homestay. The mission monitoring team, BBKSDA Riau and ITHCP consortium
11.00 am – 3.00 pm	Tanjung Belit	Ivan leave Tanjung Belit to Pekanbaru airport (travel by car)	Ivan depart from Pekanbaru Airport to Jakarta Airport at 6.20 pm

2.00 pm – 4.00 pm	Tanjung Belit	Check Batu Dinding ecotourism	Check potential tourist attraction (waterfall) The mission monitoring team, BBKSDA Riau and ITHCP consortium. Travel by boat
4.30 pm – 8.00 pm	Tanjung Belit	Break and dinner	The mission monitoring team, BBKSDA Riau and ITHCP consortium
March 11th			
7.00 am – 8.30 am	Tanjung Belit	Breakfast	The mission monitoring team, BBKSDA Riau and ITHCP consortium
10.00 am – 2.00 pm	Tanjung Belit	Travel to Pekanbaru	The mission monitoring team, BBKSDA Riau and ITHCP consortium. Travel by car
2.00 pm – 3.00 pm	Pekanbaru	Lunch	The mission monitoring team, BBKSDA Riau and ITHCP consortium
5.30 pm – 7.30 pm	Pekanbaru	Travel to Jakarta	The mission monitoring team, and ITHCP consortium. Travel by flight
7.30 pm – 8.30 pm	Jakarta	Arrive at the hotel near the airport, have dinner and rest	The mission monitoring team
March 12th	Jakarta	Travel from Jakarta to respective countries. Mission monitoring complete	The mission monitoring team

Annex 4: Survey questions

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Section 1: Basic information

1. Name (optional)

2. Gender (optional)

- [ ] Female
- [ ] Male
- [ ] Other

3. Job title

4. Organisation

5. ITHCP project name

6. Country

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Section 2: Context

7. During phase I, to what extent did the following assumptions hold true in your project area(s)?

	Not at all	To some extent	Significantly	Do not know
National governments pursued coherent tiger conservation policies	◯	◯	◯	◯
Sub-national governments pursued coherent tiger conservation policies	◯	◯	◯	◯
Adequate/conducive legal and institutional frameworks were in place to strengthen tiger habitat management	◯	◯	◯	◯
Law enforcement was strong enough to keep poaching of tigers at a level that	◯	◯	◯	◯

	Not at all	To some extent	Significantly	Do not know
did not prevent tiger population increases				
Economic and other incentives were strong enough to stop poaching of tigers	◯	◯	◯	◯
Communities were willing to engage in alternative, non-armed human-tiger conflict mitigation measures	◯	◯	◯	◯
Communities were willing to adopt alternative livelihood practices	◯	◯	◯	◯
Tiger conservation stakeholders and implementing partners worked cooperatively towards common tiger conservation goals	◯	◯	◯	◯

Comments (e.g. major effects on project implementation and achievement of project results)

8. During phase I, to what extent was your project

affected by the following risks/obstacles?

	Not at all	To some extent	Significantly	Do not know
Diseases affected tiger populations	◯	◯	◯	◯
Infrastructure development, agricultural expansion and other land use changes decreased the tiger habitat area	◯	◯	◯	◯
Development plans of other sectors undermined management/land use plans	◯	◯	◯	◯
Climate change or natural hazards (e.g. floods, cyclones, fire) reduced tiger and prey habitat suitability and prey densities	◯	◯	◯	◯
Climate change or natural hazards (e.g. floods, cyclones) negatively affected alternative livelihoods and community resilience	◯	◯	◯	◯

	Not at all	To some extent	Significantly	Do not know
Political or ethnic instability affected project implementation and/or results	◯	◯	◯	◯
Conflict over land rights affected project implementation and/or results	◯	◯	◯	◯
Alternative livelihoods had unintended negative impacts on tigers	◯	◯	◯	◯
Other major risks/obstacles were experienced	◯	◯	◯	◯

If “other major risks/obstacles” was indicated, pls. describe.

9. Please share below any other comments you have related to question 8. (e.g. how the risks/obstacles affected the project and its results, mitigation measures implemented)

10. To what extent was your project affected by the COVID-19 pandemic during phase I?

	Not at all	To some extent	Significantly	Do not know
COVID-19 had an overall impact on the project	◯	◯	◯	◯
Activities were cancelled	◯	◯	◯	◯
Activities were downscaled	◯	◯	◯	◯
Activities were delayed/postponed	◯	◯	◯	◯
Activities were redesigned (e.g. applying social distancing measures or conducting meetings/workshops virtually)	◯	◯	◯	◯
Implementation costs increased	◯	◯	◯	◯
Planned outputs were not fully delivered	◯	◯	◯	◯
Planned outcomes were not fully achieved	◯	◯	◯	◯
Other	◯	◯	◯	◯

If “other” was indicated, pls. describe

11. Please share below any other comments you have related to question 10.

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Section 3: Tiger monitoring

12. What types of tiger and prey population information did your organisation collect in Phase I or otherwise have access to for your project area(s)?

	Yes	No	Do not know
Tiger population size	◯	◯	◯
Numbers of male and female tigers/male-female sex ratio	◯	◯	◯
Population sizes of most important prey species (e.g. deer, gaur)	◯	◯	◯

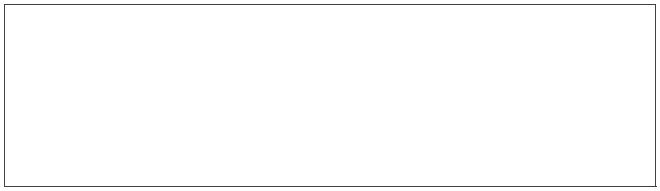
How and for what purposes do you use this data (pls. describe)

13. What are the sources of information that your organisation used in Phase I to a) obtain information about tiger and/or prey populations in your project area(s), and b) report on tiger population project indicators to ITHCP/IUCN?

	Yes	No	Do not know
Primary data collected by your organisation (e.g. surveys)	◯	◯	◯
Secondary information sources (e.g. scientific publications, technical reports)	◯	◯	◯

If secondary information was used, pls. provide information on the sources - titles and author of source(s) used and/or website location(s), where source(s) can be found.

Note: Sources/documents can also be shared by email to: ivn@pem.dk



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Section 4: Engagement with other ITHCP interventions

19. Have you or anyone from your organisation participated in networking and experience sharing events with other ITCHP grantees?

	I and/or a colleague participated	No participants from my organisation	Do not know
ITHCP grantee workshop (Maharashtra, India, October 2017)	◯	◯	◯
Human-wildlife conflict training provided by ITHCP (Bangkok, Thailand, November 2019)	◯	◯	◯
Training on population monitoring techniques of	◯	◯	◯

	I and/or a colleague participated	No participants from my organisation	Do not know
terrestrial mammals provided by Aaranyak (Assam, India, November 2018)			
Environmental education course provided by Aaranyak (Assam, India, January-February 2019)	◯	◯	◯
Other	◯	◯	◯

If “other” was indicated, pls. describe

20. Please share below any other comments you have related to question 19.

21. To what extent did the networking and experience sharing events add value to your project?

	No added value	Some added value	Significant added value	Do not know / not applicable
ITHCP grantee workshop	◯	◯	◯	◯
Human-wildlife conflict training provided by ITHCP	◯	◯	◯	◯
Training on population monitoring techniques of terrestrial mammals provided by Aaranyak	◯	◯	◯	◯
Environmental education course provided by Aaranyak	◯	◯	◯	◯

Comments (e.g. what the learnings were and how they were applied on your project)

22. To: what extent did you engage in direct

dialogue with other ITHCP grantees to share experience and advice?

	No engagement	Engagement on a few occasions	Regular engagement/engagement on several occasions	Do not know
Email discussions with other grantees	◯	◯	◯	◯
Teams/Zoom /Skype /WhatsApp /phone (or similar) discussions with other grantees	◯	◯	◯	◯
In-person meetings with other grantees	◯	◯	◯	◯
Other	◯	◯	◯	◯

If “other” was indicated, pls. describe

23. Please share below any other comments you have related to question 22. (e.g. which grantees/projects you engaged with, what the learnings were and how they were applied on your project)

24. How useful/valuable was the direct interaction with other ITHCP grantees?

	Not useful	Somewhat useful	Very useful	Do not know / not applicable
Usefulness of direct dialogue with other ITHCP grantees	◯	◯	◯	◯

25. To what extent did you apply learnings from interaction with other ITHCP grantees in your project?

	Not applied at all	Applied to some extent	Applied to a significant extent	Do not know / not applicable
Learnings from ITHCP grantee workshop	◯	◯	◯	◯
Learnings from Human-wildlife conflict training provided by ITHCP	◯	◯	◯	◯

	Not applied at all	Applied to some extent	Applied to a significant extent	Do not know / not applicable
Learnings from training provided by Aaranyak	◯	◯	◯	◯
Learnings from direct dialogue with other ITHCP grantees	◯	◯	◯	◯

Comments (e.g. what the learnings were and how they were applied on your project)

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Section 5: Lessons learned and sharing

26. If there is a subsequent ITHCP funded project phase (ITHCP phase II, III or IV), what are the three main lessons from ITHCP phase I that you have included in the subsequent/current project phase?

Lesson 1

Lesson 2

Lesson 3

27. To what extent has your organisation shared and applied lessons from your Phase I ITCHP project?

	Not at all	To some extent	Significantly	Do not know
Project results/approaches /lessons are used in other tiger conservation projects	◯	◯	◯	◯

	Not at all	To some extent	Significantly	Do not know
implemented by your organisation				
Project approaches/lessons are used in other conservation projects for other species and their habitats implemented by your organisation	◯	◯	◯	◯
Shared approached/lessons and/or cooperated with other organisations to transfer approaches and lessons from the project	◯	◯	◯	◯

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Section 6: Sustainability

28. What sustainability measures are put in place for your project?

	Not at all	To some extent	Significantly
Formalised agreements have been made with relevant authorities vis-à-vis maintenance of infrastructure and equipment	◯	◯	◯
Formalised agreements have been made with communities vis-à-vis maintenance of infrastructure and equipment	◯	◯	◯

	Not at all	To some extent	Significantly
Authorities' work plans reflect that the skills, approaches and processes established with support from the project will be used after the project ends	◯	◯	◯
Authorities have made formalised agreements with communities and/or authorities' work plans include community engagement in tiger conservation	◯	◯	◯
Funding from other sources than ITCHP has been ensured for continued tiger conservation work in the project area(s) after	◯	◯	◯

	Not at all	To some extent	Significantly
the completion of phase I (pls indicate source)			
Financing from other sources has been mobilised for upscaling the ITHCP phase I project	◯	◯	◯
Other measures	◯	◯	◯
Do not know	◯	◯	◯

If “other measures” was indicated, pls. describe

29. Please share below any other comments you have related to question 28.

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Section 7: Lessons and recommendations

30. Key lessons that would be relevant for IUCN and for other projects and programmes

31. Recommendations for IUCN

32. Comments

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Annex 5: Evaluation matrix

Evaluation matrix				
#	**Evaluation question**	**Indicators/criteria**	**Data sources**	**Methodology**
Relevance				
1.	To what extent was ITHCP phase I able to address the underlying core problems regarding tiger conservation?	• Appropriateness of project selection criteria in relation to proposal quality and strength of approach to address major tiger conservation problems • Appropriateness of project focus and implementation strategy vis-à-vis addressing major tiger conservation problems	<u>Programme level:</u> • Phase I agreement • Mid-term evaluation • Proposal guidelines • PAC meeting minutes • PC meeting minutes • PAC members • PC members • ITHCP Secretariat staff <u>Sample projects:</u> • Proposals • Technical reports • Grantee staff	• Document review • Interviews • ToC analysis • *(Survey)*
2.	To what extent was ITHCP phase I responsive to the needs of local beneficiaries	• Degree of inclusion of communities, women, indigenous groups and underprivileged groups in the identification and choice of land management and livelihoods related activities	<u>Programme level:</u> • Phase I agreement • Mid-term evaluation • Proposal guidelines • PAC meeting minutes • PAC members • ITHCP Secretariat staff <u>Sample projects:</u> • Proposals • Technical reports • Grantee staff • Project partner staff • Community members, incl. women, indigenous and underprivileged groups	• Document review • Interviews • Focus group discussions
Effectiveness				

Evaluation matrix				
#	**Evaluation question**	**Indicators/criteria**	**Data sources**	**Methodology**
3.	To what extent did ITHCP phase I achieve its intended tiger conservation outputs?	• State-of-the-art management and land use plans are prepared/available and implemented accordingly *(phase I indicator)* • Integrated landscape plans are developed and implemented in a participatory manner and take climate change adaptation requirements into account *(phase II indicator)* • Adoption and implementation of law enforcement monitoring tools (SMART) *(phase I indicator)* • Improved patrol schemes/ patterns demonstrating adaptation to SMART results *(phase II indicator)*	<u>Programme level:</u> • Results framework • Technical reports • Final impact report • ITHCP indicator data • Mission reports • Mid-term evaluation • ITHCP Secretariat staff • IUCN staff <u>Sample projects:</u> • Results frameworks • PPG reports • Technical reports • Final impact reports • ITHCP indicator data • Grantee staff • Project partner staff • Community members, incl. women, indigenous and underprivileged groups	• Document review • Indicator data analysis • Interviews • Focus group discussions • Site inspections + photos • *(Survey)*
4.	To what extent did ITHCP phase I achieve its intended tiger conservation outcomes?	• Degree of management effectiveness in supported tiger habitats/protected areas (as measured by METT or comparable measurement tools) *(phase I/phase II indicator)* • Maintenance or improvement of the extent and integrity of tiger habitats and corridors by the end of the programme compared to the baseline *(phase II indicator)*		
5.	To what extent did ITHCP phase I achieve its intended human-tiger conflict reduction outputs?	• Level of awareness and acceptance of local communities with regard to tiger protection efforts *(phase I/phase II indicator)* • Level of improvement in human-tiger conflict mitigation (according to perception of communities *(phase I indicator)*		
6.	To what extent did ITHCP phase I achieve its intended human-tiger conflict reduction outcomes?	• Reduction in the number of attacks by humans on tigers *(phase II indicator)* • Reduction in the number of attacks by tigers on humans and livestock *(phase II indicator)* • Reduction in crop damage caused by tiger prey *(phase II indicator)*		
7.	To what extent did ITHCP phase I achieve its intended community livelihoods outputs?	• Level of awareness and acceptance of local communities with regard to natural resources management activities and alternative/supplementary livelihood support options *(phase I/phase II indicator)* • Number of direct beneficiaries of livelihoods and alternative energy sources provided *(phase II indicator)*		
8.	To what extent did ITHCP phase I achieve	• Change in income patterns of participating households related to adoption of sustainable livelihood practices: i) Average number of different sustainable income-generating activities per household within the surveyed target populations; ii) Proportion of surveyed population		

Evaluation matrix				
#	**Evaluation question**	**Indicators/criteria**	**Data sources**	**Methodology**
	its intended community livelihoods outcomes?	who report having benefitted from the project with tangible benefits to their livelihoods *(phase II indicator)*		
9.	To what extent was the context conductive to achieving the intended results (outcomes and outputs) of ITHCP phase I?	• Degree to which the assumptions in the results frameworks for phase I and phase II held true • Degree to which the risks identified in the results frameworks for phase I and phase II affected project delivery • Degree to which other major contextual factors (positively or negatively) affected project delivery	<u>Programme level:</u> • Results framework • Technical reports • Mission reports • Mid-term evaluation • ITHCP Secretariat staff • IUCN staff <u>Sample projects:</u> • Results frameworks • PPG reports • Technical reports • Grantee staff • Project partner staff • Community members, incl. women, indigenous and underprivileged groups	• Document review • Interviews • Focus group discussions
Impact				
10.	To what extent ITHCP phase I contribute to tiger conservation in the project areas?	• Increased prevalence of tiger prey *(phase II indicator)* • Change in number of tigers living in project areas *(phase I indicator)* • Change in area occupied by tigers within project areas	<u>Programme level:</u> • Results framework • Technical reports • Final impact report • ITHCP indicator data • Mission reports • Mid-term evaluation • ITHCP Secretariat staff • IUCN staff <u>Sample projects:</u> • Results frameworks • Technical reports • Final impact reports	• Document review • Indicator data analysis • Interviews • Focus group discussions • Site inspections + photos • *(Survey)*
11.	To what extent did ITHCP phase I contribute to improved livelihoods of communities within, or adjacent to, tiger habitats in the project areas?	• Changes in livelihoods according to assessment by the communities *(phase I indicator)* • Changes in household incomes in the participating communities *(phase II indicator)*		

Evaluation matrix				
#	**Evaluation question**	**Indicators/criteria**	**Data sources**	**Methodology**
			• ITHCP indicator data • Grantee staff • Project partner staff • Community members, incl. women, indigenous and underprivileged groups	
12.	To what extent did ITHCP phase I avoid unintended negative impacts?	• Degree of implementation of the actions under the projects' Environmental and Social Monitoring Plans (ESMP) • Evidence of negative impacts avoided • Evidence of negative impacts happening	<u>Programme level:</u> • Technical reports • Final impact report • Mission reports • Mid-term evaluation • IUCN staff <u>Sample projects:</u> • Proposals • Technical reports • Final impact reports • Grantee staff • Project partner staff • Community members, incl. women, indigenous and underprivileged groups	• Document review • Interviews • Focus group discussions • Site inspections + photos • *(Survey)*
Efficiency				
13.	To what extent was ITHCP phase I a cost-effective mechanism?	• Proportion of budget used for activities, project management and programme management, respectively	<u>Programme level:</u> • Phase I agreement • Financial statements • Mission reports • Mid-term evaluation • ITHCP Secretariat staff <u>Sample projects:</u> • Proposals • Financial statements • Grantee staff	• Document review • Interviews

Evaluation matrix				
#	**Evaluation question**	**Indicators/criteria**	**Data sources**	**Methodology**
14.	Was the overall budget of IHTCP phase I adequate?	• Sufficiency of the budget vis-à-vis the implementation of the planned activities	<u>Programme level:</u> • Phase I agreement • Technical reports • Financial statements • Mission reports • Mid-term evaluation • ITHCP Secretariat staff <u>Sample projects:</u> • Proposals • Technical reports • Financial statements • Grantee staff	• Document review • Interviews • *(Survey)*
15.	To what extent did the programme deliver the intended outputs on time?	• Variance between work plans and actual implementation of project activities and outputs	<u>Programme level:</u> • Phase I agreement • Work plans • Technical reports • Mission reports • Mid-term evaluation • PC members • ITHCP Secretariat staff <u>Sample projects:</u> • Proposals • Work plans • Technical reports • Grantee staff • Project partner staff • Community members, incl. women, indigenous and underprivileged groups	• Document review • Interviews • Focus group discussions • *(Survey)*
16.	How conducive were programme governance and management	• Regularity, adequacy and timeliness of IUCN and KfW communication and cooperation	<u>Programme level:</u> • Phase I agreement • Technical reports • Mission reports	• Document review • Interviews • *(Survey)*

Evaluation matrix				
#	**Evaluation question**	**Indicators/criteria**	**Data sources**	**Methodology**
	arrangements for programme oversight and support for the grantees?	• Level and sufficiency of engagement of experts from IUCN country and regional offices, PAC and other institutions involved in programme oversight and support to projects • Regularity, adequacy and timeliness of communication between grantees and IUCN effective • Adequacy of the implementation of mid- term evaluation recommendations	• Mid-term evaluation • PC members • ITHCP Secretariat staff • IUCN staff <u>Sample projects:</u> • Grantee staff	
17.	Were the monitoring mechanisms sufficient for capturing results and informing decision-making?	• Availability of baselines and reliable information on progress vis-à-vis indicators and targets at output, outcome and impact levels • Adequacy and use of monitoring information for adaptive management at programme and project level • Adequacy of tracking of implementation of Environmental and Social Monitoring Plan (ESMP) actions?	<u>Programme level:</u> • Results framework • Technical reports • Final impact report • ITHCP indicator data • Mission reports • Mid-term evaluation • ITHCP Secretariat staff • IUCN staff <u>Sample projects:</u> • Results frameworks • Technical reports • Final impact reports • ITHCP indicator data • Grantee staff • Project partner staff	• Document review • Interviews • *(Survey)*
18.	To what extent was the formation of project consortia conducive for project delivery?	• Complementarity of strengths and capacities of consortium members • Clarity and appropriateness of division of labour and consortium members' respective roles	<u>Programme level:</u> • Technical reports • Mission reports • Mid-term evaluation • PAC meeting minutes • PAC staff • ITHCP Secretariat staff • IUCN staff <u>Sample projects:</u> • Proposals	• Document review • Interviews • *(Survey)*

Evaluation matrix				
#	**Evaluation question**	**Indicators/criteria**	**Data sources**	**Methodology**
			• Technical reports • Grantee staff • Project partner staff	
Coherence				
19.	To what extent did the ITHCP projects learn from each other?	• Evidence of opportunities for inter-project learning being provided by ITHCP • Evidence of projects engaging in dialogue and sharing of knowledge and lessons • Examples of ITHCP projects taking up approaches and lessons from other ITHCP projects	<u>Programme level:</u> • Technical reports • ITHCP grantee workshop report • IUCN human-wild conflict training, workshop materials and list of participants • List of IUCN-funded grantee staff participating in workshops organised by Aaranyak • Mid-term evaluation • ITHCP Secretariat staffer grantees <u>Sample projects:</u> • Results frameworks • Technical reports • Grantee staff	• Document review • Interviews • *(Survey)*
20.	To what extent are phases II, III and IV building on phase I?	• Degree of incorporation of lessons from phase I in phases II, II and IV	<u>Programme level:</u> • Results frameworks • Technical reports • PAC members • PC members • ITHCP Secretariat staff <u>Sample projects:</u> • Results frameworks • Technical reports • Grantee staff • Project partner staff	• Document review • Interviews • *(Survey)*

Evaluation matrix				
#	**Evaluation question**	**Indicators/criteria**	**Data sources**	**Methodology**
21.	To what extent has ITHCP influenced other tiger conservation initiatives at national, regional and global levels?	• Evidence of other initiatives by grantees building on approaches, lessons and/or results of their ITHCP funded project(s) • Evidence of other major tiger conservation actors building on approaches and/or results of ITHCP and/or ITHCP funded project(s)	<u>Programme level:</u> • Technical reports • PAC members • PC members • ITHCP Secretariat staff • IUCN staff <u>Sample projects:</u> • Technical reports • Grantee staff • Project partner staff	• Document review • Interviews • *(Survey)*
Sustainability				
22.	To what extent were sufficient measures put in place to ensure project achievements and benefits continue after project completion	• Evidence of ITHCP phase II, III and IV projects being designed and planned to ensure the consolidation and expansion of phase I results • Evidence of mechanisms and agreements being put in place for ensuring post-project socio-political, financial and financial sustainability of the results achieved, including: infrastructure and equipment maintenance, continued use of skills and processes instilled, and continued community involvement in conservation	<u>Programme level:</u> • Results frameworks • Technical reports • ITHCP Secretariat staff • IUCN staff <u>Sample projects:</u> • Results frameworks • Technical reports • Grantee staff • Project partner staff	• Document review • Interviews • *(Survey)*

Annex 6: Terms of Reference

ATTACHMENT 1: TERMS OF REFERENCE

Independent final evaluation of Phase I of the Integrated Tiger Habitat Conservation Programme (ITHCP)

1. Overview of the assignment

The Integrated Tiger Habitat Conservation Programme (ITHCP) was set up in 2014 for an initial five-year period, which was further extended until the end of 2022 (Phase I). A second Phase of the ITHCP was signed in 2018, a third Phase in 2020 and a fourth Phase in 2021 (an overview of all ITHCP phases and projects is provided in Annex 1). A mid-term review of Phase I was carried out in 2017. As Phase I approaches its end and subsequent Phases are being implemented, a final review is requested to evaluate ITHCP as a grantmaking mechanism and as a means of delivering outcomes and impacts for integrated habitat and tiger conservation, and to synthesize lessons learned that can help improve the design and implementation of future phases of the programme. In order to do this, an early stage implementation assessment of Phase II will be undertaken alongside the final evaluation of Phase I. As Phase II projects are continuations of Phase I projects, this provides an opportunity to assess whether lessons learned have been incorporated in project design.

This evaluation is commissioned by KfW and meets the requirements for a final review stated in the programme's grant agreement.

2. Background

ITHCP Phase I is financed by the German Government through KfW and implemented by IUCN, with a value of € 20 million.

The programme is aligned with the objectives of the Global Tiger Recovery Program (GTRP) and its objectives are a subset of those, with associated indicators. The programme has a focus on improving three main areas:

- **The management of protected areas, corridors and buffer zones.** The key indicator for this is an increased uptake of formal protected area management protocols such as SMART (Spatial Monitoring and Reporting Tool), CA/TS (Conservation Assured Tiger Standards) or METT (Management Effectiveness Tracking Tool).
- **The protection of tigers through anti-poaching, and monitoring of tigers and prey.** The key indicator for this would be an increase in tiger populations in project areas.
- **The livelihoods of communities living in and around tiger habitats to reduce poaching, over-exploitation of forest resources and human wildlife conflicts.** The key indicators for this include community reports of improved livelihoods of local people, increased acceptance of tiger conservation efforts and reduction in human-tiger conflicts.

Following two calls for proposals and a competitive selection process, 12 projects were funded under ITHCP Phase I. ITHCP Phase I has disbursed €183,500 in PPGs (Project Preparation Grants) and has committed €17.3 million in funding for full grants to international and national NGOs and government departments. Projects ranged in size from €500,000 to €2.6 million.

The main tiger-related activities proposed in the projects include developing anti-poaching patrols, species monitoring and measures for reducing human-tiger conflict. The main habitat-related activities include building protected area infrastructure, training, restoring habitats and engaging with land owners. The broadest range of activities falls under the activities relating to local community engagement, including developing eco-tourism, schemes for alternative fuels and fodder, streamlining and improving agriculture and animal husbandry and providing access to alternative fuels, grazing and construction materials, thus reducing demands on natural resources. Most projects include elements of awareness raising and improving the mapping of traditional land tenure/use systems. A map of project locations and a table listing the 12 projects implemented is provided below.

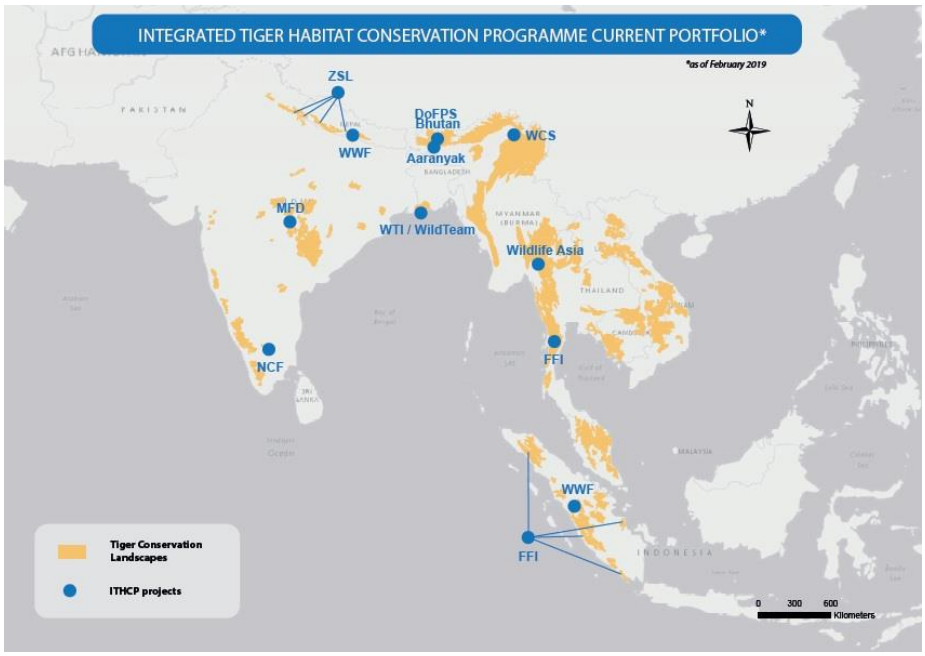


Figure 1: ITHCP Phase I portfolio of funded projects

Table 1: List of Phase I projects and budgets

Project Title	ITHCP Project Code	Grantee	Country	Budget	Project Start Date	Project End Date
Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India	1309 WWF Terai	WWF Germany	Nepal / India	€ 1,972,623	Feb-16	Nov-20
Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger	1311 WWF Sumatra (+ 1610 Yapeka)	WWF Germany	Indonesia	€ 1,950,671 (+ € 40,000 bridge funding to partner Yapeka)	Aug-15	Jul-19
Supporting trans-boundary tiger recovery in India and Nepal	1327 ZSL	Zoological Society of London	Nepal / India	€ 2,600,000	Feb-16	Sept-19
Securing Source Population of Tiger, Prey and Habitats in Indo-Bhutan Manas Landscape	1334 Aaranyak	Aaranyak	India	€ 1,699,477	Oct-15	Sep-21
Restoring tiger and prey populations in northern Myanmar through protection and enhancing livelihoods of local communities in the Myanmar-India Transboundary Tiger Conservation Landscape	1337 WCS	Wildlife Conservation Society	Myanmar / India	€ 901,153	Aug-15	Dec-19

Tanintharyi Tiger Conservation Landscape Project	1338 FFI Myanmar	Flora and Fauna International	Myanmar	€ 1,192,199	Dec-15	Nov-20
Securing the Future of Tigers in Bhutan Manas Complex	1341 DoFPS Bhutan	Department of Forests and Park Service, Government of Bhutan	Bhutan	€ 700,000	Dec-15	Nov-20
Recovering Tigers in the Confluence of the Western and Eastern Ghats	1345 NCF	Nature Conservation Foundation	India	€ 1,182,297	Jun-16	Sep-21
Safeguarding Indonesia's Priority Tiger Conservation Landscapes	1485 FFI Sumatra	Flora and Fauna International	Indonesia	€ 2,000,000	Dec-16	Dec-19
Integrated Habitat Conservation and Eco-development in Vidharba Tiger Landscape	1487 Nagpur	Department of Forests, Govt. of Maharashtra	India	€ 1,986,802	Dec-16	Mar-21
Karen Wildlife Conservation Initiative (KWCI)- Conserving tigers and indigenous knowledge in the Dawna-Karen Hills, Myanmar	1490 Wildlife Asia	Wildlife Asia	Myanmar	€ 499,985	Apr-17	Sep-19
Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh	1491 Sundarbans	WTI / Wild Team	India / Bangladesh	€ 587,577	Jun-18	Nov-20

More details on the individual projects are available here:
https://www.iucn.org/sites/dev/files/content/documents/ithcp_project_portfolio_snapshots_february_2019.pdf

In addition to the above-mentioned projects, three portfolio-level studies were also conducted as part of ITHCP Phase I, drawing on individual projects to identify more global approaches:

- "*A review of practices to improve and secure long-term Human-Tiger / Leopard Coexistence in tiger range countries*" conducted by Awely;
- "*Status of Tiger Habitats in High Altitude Ecosystems of Bhutan, India and Nepal (Situation Analysis)*" conducted by the Global Tiger Forum;
- "*Action Plan for Conservation of High Altitude Tiger Habitats in Bhutan, India and Nepal*" conducted by the Global Tiger Forum.

The three studies are mentioned for completeness, but will not be subject to the evaluation.

With a follow-up investment of €7.5 million, the main aim of ITHCP Phase II is to consolidate and strengthen the achievements of selected projects funded during Phase I, by scaling up the most impactful activities. Since all Phase II projects are continuations of Phase I projects, grantees were directly approached to provide proposals that extended Phase I activities. Three Phase II projects have already started implementation on the ground, while an additional project in North-East India and two small bridge funds in Myanmar are currently under development (see Table 2). The two Myanmar bridge funds are scaled-down projects from proposals that were initially received before the current political situation unfolded in the country.

Table 2: List of Phase II projects and budgets

Project Title	ITHCP Project Code	Grantee	Country	Budget	Project Start Date	Project End Date	Status
Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India – Phase II	2309 WWF Terai	WWF Germany	Nepal / India	€ 1,200,000	Jul-21	Dec-23	Project ongoing

Supporting trans-boundary tiger recovery in India and Nepal – Phase II	2327 ZSL[1]	Zoological Society of London	Nepal / India	€ 1,200,000	May-21	Apr-23	Project ongoing
Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh – Phase II	2491 Sundarbans	WTI / Wild Team / Jahangirnagar University	India / Bangladesh	€ 801,739	May-21	Dec-23	Project ongoing
Partnering with communities to strengthen conservation of critical tiger habitats in northeast India	2337 WCS India	WCS India	India	€ 1,037,355	TBD	TBD	Project in development
Bridging Grant for Community-based Tiger Conservation	2MB1 FFI Myanmar	FFI	Myanmar	€ 99,982	TBD	TBD	Project in development
Karen Wildlife Conservation Initiative (KWCI) Conserving tigers and indigenous knowledge in the Dawna-Karen Hills, Myanmar	2MB2 Wildlife Asia	Wildlife Asia	Myanmar	€ 98,875	TBD	TBD	Project in development

3. Purpose and Objectives of the Evaluation

The overall purpose of the assignment is to evaluate Phase I of ITHCP as a grantmaking mechanism and means of delivering outcomes and impacts for integrated habitat and tiger conservation, to assess its effectiveness and to synthesize lessons learned that can help to improve the design and implementation of future phases of the programme. The scope of the evaluation will be the final evaluation of Phase I and the extent to which lessons learned were incorporated in the design of Phase II (evaluator will look only at the three ongoing projects).

To that end, the specific evaluation questions are to:

1. Assess the **relevance** and appropriateness of the ITHCP approach to the challenges and constraints faced by grantees, local beneficiaries and tigers/tiger conservation in the project areas.
2. Assess the **effectiveness** of the ITHCP and its projects in achieving programme and project outcomes and to analyse key underlying risks, assumptions and constraints which have affected intended outcomes and impacts.
3. Assess the **efficiency** of the institutional set-up and the programme´s *modus operandi* in terms of its influence on achieving project outcomes and on putting conditions in place to ensure impacts.
4. Assess the extent to which the programme has generated significant **impacts** i.e. whether programme interventions significantly contributed towards addressing the challenges identified *ex-ante* in the longer term.
5. Assess whether measures were put in place to ensure **sustainability** of outcomes in the longer term i.e. to ensure that project activities and related infrastructures are maintained beyond the funding lifespan of the project through appropriate exit strategies.

With a view to ensuring the ITHCP is optimally suited to efficiently address identified challenges and constraints, **provide both short-term operational recommendations, and propose longer-term adjustments** and modifications for consideration in the design and implementation of future phases of the programme.

A draft evaluation matrix with sub-questions for each of the above key evaluation questions is provided in Annex 2. The questions listed are to be conceived as guiding questions only and the evaluation team

[1] ZSL Phase II project is being supplemented with an additional funding of 270,000 EUR from underspending of Phase I projects.

is not limited to them. The refining and further elaboration of the questions should be done by the evaluation team at the stage of the inception phase of the review.

4. Intended Uses and Users

This final review is commissioned by KfW. The main users and uses of the evaluation are expected to be:

- IUCN and ITHCP management to adjust its efforts in grantmaking and supporting the delivery of conservation action, outcomes and impacts in the next phases of the programme;
- The Director General of IUCN for the purpose of taking decisions on other grant-making schemes;
- The Director of the IUCN Centre for Conservation Action for the purpose of managing the ITHCP;
- The IUCN Strategic Partnerships Unit as a key audience;
- KfW to adjust their support for tiger conservation and integrated grantmaking schemes (e.g Trans-frontier Conservation Areas in Southern Africa);
- ITHCP grantees to adjust their efforts in the delivery of conservation action, outcomes and impacts, especially those grantees that will continue to receive funding in the next phases of the programme;
- Individual project managers to align themselves with programme level objectives and conservation agencies running other global tiger programmes (e.g. WWF Tigers Alive Initiative, Panthera's Tigers Forever Program etc.) as learning opportunity;
- The Programme Council for the purpose of improving the governance of the IUCN-KfW relationship.

5. Evaluation methodology

IUCN suggests sampling four (4) projects for field visits, and using this as input to design a checklist for a desk study of the remaining projects (a total of twelve to be reviewed). The sample drawn for the field visits should focus on those projects and countries that will continue to receive funding under ITHCP i.e. Nepal, India, Bangladesh, Myanmar[2], Indonesia, although closed projects will also be available for a visit if justified. The sample shall consist of a representative mix of project locations and shall take project volumes (grant amounts) into account. A draft sample of projects to visit should be provided, together with a justification, as part of the proposal. The final sample shall be approved by IUCN and KfW at the inception phase.

This evaluation will be expected to use mixed methods intended to allow a degree of triangulation and synthesis. Methods may include: a survey of grantees and key stakeholders (using both quantitative and qualitative questions), a desk review of relevant documentation, interviews with KfW, ITHCP Secretariat and ITHCP Programme Council, semi-structured interviews with grantees and key stakeholders (including IUCN Country Offices), field observations and/or focus groups. A Final ITHCP Workshop will be organized (separately from the evaluation) for grantees to discuss project activities successes and failures. All grantees are expected to attend this and, if the timing is appropriate, the workshop will also be accessible to the evaluator(s) to run a session to collect data for the evaluation. If field work and/or attendance to the Final ITHCP Workshop will not be possible to be carried out in person due to the ongoing Covid-19 pandemic, virtual interviews with programme grantees and other relevant stakeholders shall be organized.

The ITHCP will make available relevant documents from the programme for the desk review, including internal ITHCP reporting, particularly reports on the Key Performance Indicators as specified in the ITHCP Project Document.

Indicative list of sources and evidence for the evaluation:

- Number of stakeholders for semi-structured interviews: 20-30 (List to be provided at inception)

[2] Travel to Myanmar is not recommended, due to the unstable political situation in the country.

- Grantees: twelve (12) grantees (and their project partners), see table above.
- Documents:
    - Logframes and budgets of ITHCP Phase I and Phase II
    - Operational Manual
    - Guidelines for Full Proposals
    - Project proposals (with project logframes and budgets)
    - Project Preparation Grant reports
    - Trip and supervisory mission reports (prepared by ITCHP Secretariat)
    - Bi-annual technical and monitoring reports (prepared by grantees)
    - Final data collation on ITHCP indicators
    - Technical reports on programme to donor (prepared by ITHCP Secretariat)
    - Study "A review of practices to improve and secure long-term Human-Tiger / Leopard Coexistence in tiger range countries"
    - Study "Status of Tiger Habitats in High Altitude Ecosystems of Bhutan, India and Nepal - Situation Analysis"
    - Study "*Action Plan for Conservation of High Altitude Tiger Habitats in Bhutan, India and Nepal*"
    - Report on ITHCP first Grantees Workshop
    - Final Impact Report of ITHCP Phase I (prepared by ITHCP Secretariat)
    - ITHCP Phase I Mid-term Evaluation Report
    - Report "*Developing mechanisms to expand the tiger programme to incorporate snow leopard, leopards and clouded leopards*" (prepared by KORA)

6. Management of the Evaluation

The evaluation will be managed by IUCN ITHCP Secretariat. The ITHCP Secretariat will verify that the draft report is useful, conforms to these TOR, answers all questions as best as data will allow, and conforms to the IUCN Monitoring and Evaluation Policy. The ITHCP Secretariat will also supply documentation, create access to stakeholder lists and stakeholders, and provide day to day support as needed for logistical arrangements.

7. Qualifications of the Evaluator / Evaluation Team

This evaluation will require an evaluator or evaluation team with a balance of evaluation and conservation experience:

Evaluation experience

- A minimum of 10 years of experience working in the field of evaluation and a proven track record of evaluation work in conservation and development (writing sample to be provided);
- Experience with evaluation of project portfolio; experience with grantmaking programmes is considered an asset;
- Experience with conducting "final inspections" in similar projects funded through German Financial Cooperation (i.e. KfW) is considered an additional advantage;
- Experience working with multi-sector partnerships / project consortiums and with ESMS (Environmental and Social Management System) is considered an asset.

Conservation experience

- A post-graduate degree in biological, social or management sciences with an emphasis on community based natural resource management and landscape-scale conservation programmes;
- At least 10 years of experience in conservation or development in the field;
- Experience in Asia with conservation programmes;
- Experience with large species and human-wildlife conflict is considered an asset.

Other qualifications

- Ability to work with limited supervision;

- It is envisaged that this assignment will be carried out by a team; access to local consultants or presence of one member of the evaluation team in Asia is considered an asset;
- Fluency in English language.

Individuals or firms who may meet part but not all of the requirements and therefore interested in applying as part of a team can inform IUCN for their names and contact information to be shared with other interested parties. Such teams should submit one bid with a lead contractor clearly indicated.

8. Terms and conditions

The current context related to the COVID-19 pandemic requires imagining remote solutions with travel reduced to a strict minimum. Interviews can be conducted in person or remotely, in particular with a sample of beneficiaries.

Given the uncertain COVID situation, applicants are asked to explicitly propose two scenarios with associated methodologies: one that includes field visits, and a backup scenario in case travel to Asia is not feasible due to the prevailing sanitary conditions.

The choice of sites to be visited for the field mission / stakeholders to interview will be defined with IUCN HQ guidance at a later stage, when the inception report is drafted. In this respect, a meeting to launch the service will be held beforehand with ITHCP Secretariat.

At least three meetings (in person or by videoconference) are planned throughout the duration of the service:
- A kick-off meeting at the start of the evaluation;
- A meeting to present the inception report;
- A meeting to present the final evaluation report.

9. Outputs and deliverables

The expected outputs and deliverables of the assignment are:
1. Inception report specifying the detailed methodology of the evaluation and including a finalized Evaluation Matrix, details of data collection (stakeholders to interview/survey, dates), tools (interview protocols, survey questions, etc.), the proposed sample of projects to be visited, detailed workplan and schedule for subsequent deliverables;
2. Draft evaluation report;
3. Final evaluation report;
4. A power-point (or other visual, shareable format) presentation of the final findings and recommendations for the key audiences and users of this evaluation and/or two online/webinar-type presentations.

10. Work plan and budget

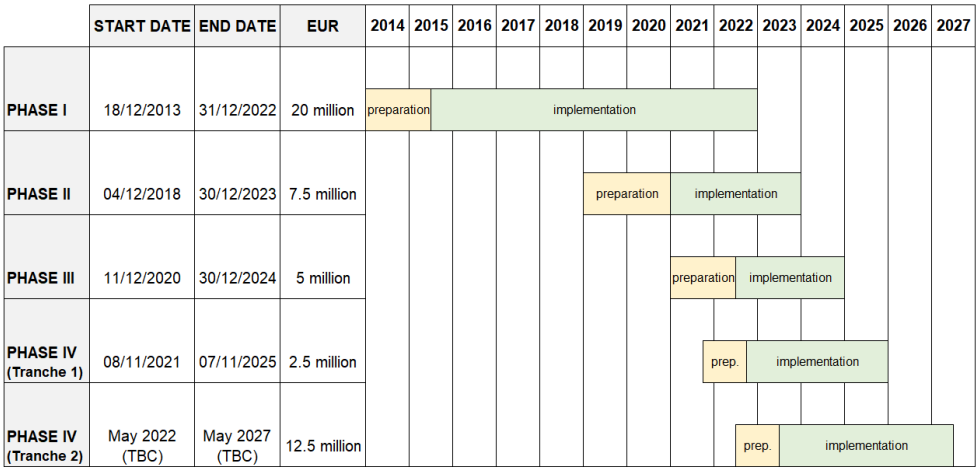
The work plan for this evaluation is as follows:

Milestone / deliverable	**Indicative completion date**
Recruitment of evaluation consultant	September – October 2022
Start date and evaluator appointed	October 2022
Inception report including final evaluation matrix (Deliverable 1)	November 2022
Data collection and analysis, including visits to HQ and sampled project sites	December 2022 [3]
Draft evaluation report (Deliverable 2)	January 2023

[3] Dates might be adjusted according to weather-related accessibility to project sites.

Final evaluation report and presentation of final report (Deliverable 3 and 4)	February 2023

Annex 1. Overview of ITHCP Phases and Projects*



ITHCP PROJECT CODE	GRANTEE	COUNTRY	GRANT AMOUNT	START DATE	END DATE	STATUS
			ITHCP PHASE I			
1309	**WWF Germany**	Nepal / India	€ 1,972,623	15/02/2016	30/11/2020	project closed
1311	**WWF Germany**	Indonesia	€ 1,950,671	04/08/2015	31/07/2019	project closed
1327	**ZSL**	Nepal / India	€ 2,600,000	16/02/2016	30/09/2019	project closed
1334	**Aaranyak**	India	€ 1,699,477	26/10/2015	30/09/2021	project closed
1337	**WCS**	Myanmar / India	€ 901,153	04/08/2015	31/12/2019	project closed
1338	**FFI**	Myanmar	€ 1,192,199	09/12/2015	30/11/2020	project closed
1341	**DoFPS Bhutan**	Bhutan	€ 700,000	22/12/2015	30/11/2020	project closed
1345	**NCF**	India	€ 1,182,297	04/06/2016	30/09/2021	project closed
1485	**FFI**	Indonesia	€ 2,000,000	16/12/2016	31/12/2019	project closed
1487	**Maharashtra Forest Department**	India	€ 1,986,802	06/12/2016	31/03/2021	project closed
1490	**Wildlife Asia**	Myanmar	€ 499,985	13/04/2017	30/09/2019	project closed
1491	**WTI / WildTeam**	India / Bangladesh	€ 587,577	06/06/2018	30/11/2020	project closed
1500	**Awely** (HWC Study)	All	€ 76,000	13/10/2017	30/04/2019	project closed
1510	**GTF** (High Altitude Study)	India / Nepal / Bhutan	€ 100,000	23/02/2018	30/06/2019	project closed
1600	**GTF** (HAT Action Plan)	India / Nepal / Bhutan	€ 20,000	03/09/2020	30/09/2021	project closed
1610	**Yapeka**	Indonesia	€ 40,000	15/09/2020	30/06/2021	project closed
1700	**ZSL**	Nepal / India	€ 270,000	09/03/2022	31/08/2022	project ongoing
			ITHCP PHASE II			
2309	**WWF Germany**	Nepal / India	€ 1,200,000	01/07/2021	30/12/2023	project ongoing
2327	**ZSL**	Nepal / India	€ 1,200,000	27/05/2021	30/04/2023	project ongoing

2491	**WTI** (Sundarbans)	India	€ 323,472	21/05/2021	30/12/2023	project ongoing
	Wild Team (Sundarbans)	Bangladesh	€ 243,178	20/05/2021	30/12/2023	project ongoing
	Jahangirnagar University (Sundarbans)	Bangladesh	€ 235,089	25/06/2021	30/12/2023	project ongoing
2337	**WCS India**	India	€ 1,037,355	TBD	TBD	project in development
2MB1	**FFI**	Myanmar	€ 99,982	TBD	TBD	project in development
2MB2	**Wildlife Asia**	Myanmar	€ 98,875	TBD	TBD	project in development
2490	**Wildlife Asia**	Myanmar	€ 76,762 spent	15/12/2020	Terminated on 30/09/2021	grant terminated
ITHCP PHASE III						
3327	**ZSL**	Nepal / India	€ 1,000,000	TBD	TBD	project in development
3610	**Yapeka**	Indonesia	€ 909,897	TBD	TBD	project in development
3601	**Bhutan Tiger Centre**	Bhutan	€ 595,000	TBD	TBD	project in development
3602	**GTF**	India	€ 398,500	TBD	TBD	project in development
3603	**NTNC**	Nepal	€ 399,101	TBD	TBD	project in development
ITHCP PHASE IV Tranche 1						
4334	**Aaranyak**	India	€ 1,052,190	TBD	TBD	project in development
4485	**WCS**	Indonesia	€ 1,000,000	TBD	TBD	project in development

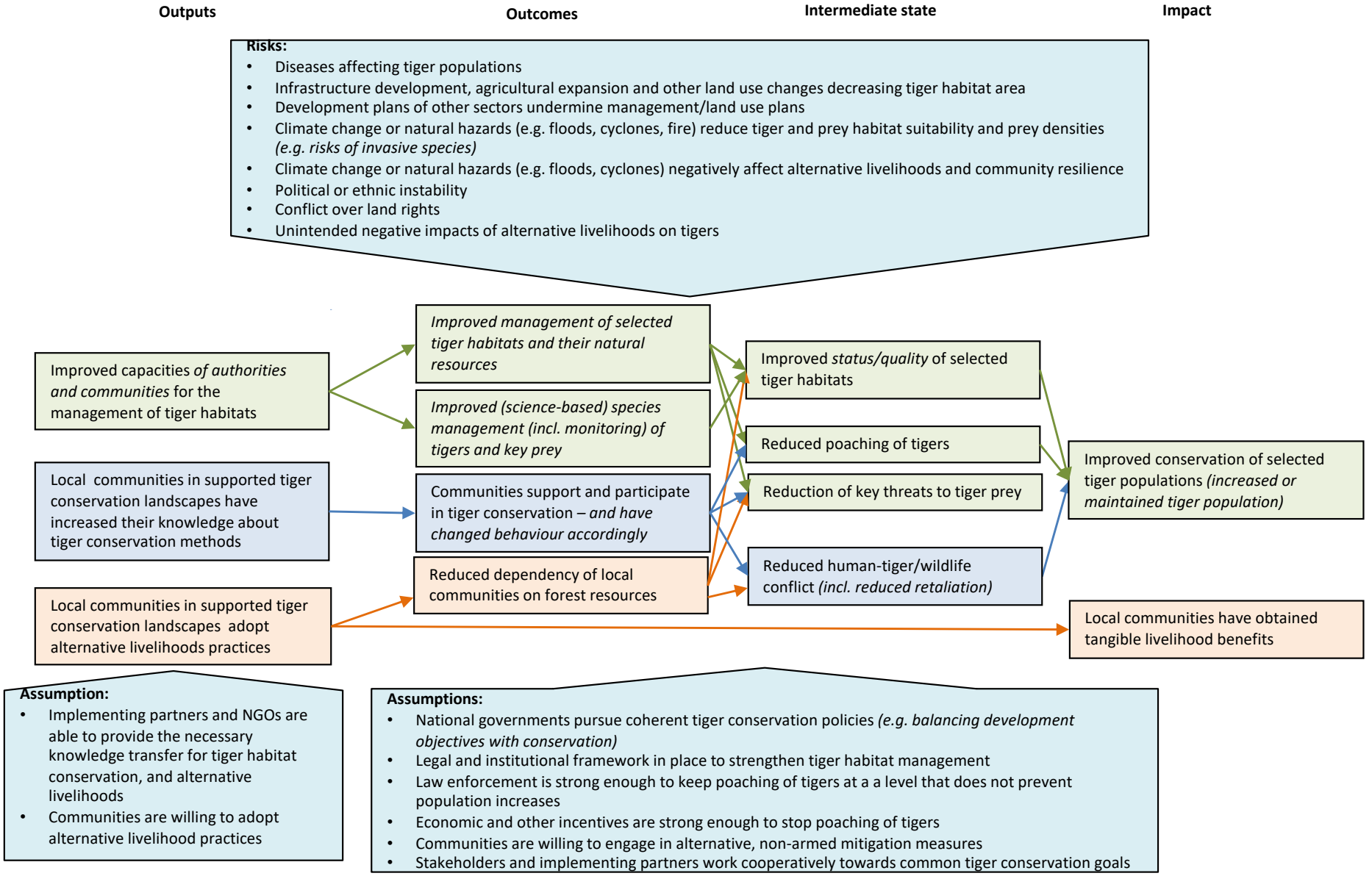
* Please note that only Phase I projects and Phase II ongoing projects will be subject to the evaluation.

Annex 2. Draft Evaluation Matrix

EVALUATION CRITERIA	KEY EVALUATION QUESTIONS	SUBQUESTIONS – for refinement in evaluation inception phase
Relevance	1. Assess the **relevance** and appropriateness of the ITHCP approach to the challenges and constraints faced by grantees, local beneficiaries and tigers/tiger conservation in the project areas.	• To what extent was the ITHCP able to address the underlying core problems regarding tiger conservation? • To what extent is the ITHCP influencing and contributing to tiger conservation at national, regional and global levels? • What lessons can be drawn from the selection process of ITHCP projects, including influencing the creation of project consortiums? • To what extent was the ITHCP responsive to the needs of local beneficiaries (including women, indigenous groups and under privileged groups)? • To what extent was the design of Phase II relevant and how did it incorporate lessons learned from Phase I?
Effectiveness	2. Assess the **effectiveness** of the ITHCP and its projects in achieving programme and project outcomes and to analyse key underlying risks, assumptions and constraints which have affected intended outcomes and impacts.	• Was the programme implemented as expected? Are there elements of the programme that should be redesigned in future phases? • What progress towards conservation outcomes have been observed? • What progress towards livelihoods and development outcomes have been observed? • What underlying, risks, assumptions and constraints have affected outcomes? • To what extent did project activities address the key conservation threats and ultimately fulfil the programmatic objectives of ITHCP? • To what extent have the actions under the projects' Environmental and Social Monitoring Plans (ESMP) been implemented? What tracking was put in place to monitor the outcomes of these?
Efficiency	3. Assess the **efficiency** of the institutional set-up and the programme´s *modus operandi* in terms of its influence on achieving project outcomes and on putting conditions to ensure impacts.	• To what extent was the grant-making mechanism efficient? What is the added value of IUCN in such grant-making mechanism? What are the potential areas for improvement? • To what extent did the programme deliver intended outputs on time? What factors contributed to this? • To what extent was communication between grantees and IUCN effective, especially with regards to the recommendations from the mid-term evaluation? • How effective is the programme's level governance, in terms of IUCN and KfW relationships? • To what extent were experts from IUCN country and regional offices, PAC and other institutions involved in oversight of activities? • To what extent did the M&E system (including supervision missions) allow for validation of monitoring findings? • How was the information generated from monitoring being used for adaptive management at project and at programme level? • To what extent were cross-site learning and exchange opportunities promoted? • To what extent was continuity between ITHCP Phase I and the following phases of the programme guaranteed, especially with regards to recommendations from the mid-term evaluation? • Was the overall budget of the programme adequate? • Comparing programme activities as well as cost and financing plans on a "planned vs. actual" basis, were there any major deviations and if any what are the reason for such changes?
Impact	4. Assess the extent to which the programme has generated significant **impacts**.	• What was the impact of the programme in terms of tiger conservation in project areas? • What knowledge or learning has been generated through the programme and how was it documented and shared? • How do the next phases of ITHCP build on this knowledge?
Sustainability	5. Assess whether measures were put in place to ensure **sustainability** of outcomes in the longer term.	• What measures were put in place to ensure benefits continue and that project activities / related infrastructures are maintained beyond the funding lifespan of the programme?

With a view to ensuring the ITHCP is optimally suited to efficiently address identified challenges and constraints, **provide both short-term operational recommendations, and propose longer-term adjustments** and modifications for consideration in the design and implementation of future phases of the programme.

Annex 7: Reconstructed Theory of Change



Annex 8: Assessment of ITHCP results frameworks

ITHCP objective, outcomes, outputs		
Phase I	**Phase II, III, IV**	**Comments**
Outcome: Improved conservation of selected tiger populations and their habitat that also incentivizes local community support and participation in tiger conservation through the creation of tangible livelihood benefits	***Project objective**: Improved management of selected tiger habitats and their natural resources, reduction of key threats to tiger prey while at the same time reducing the dependency of local communities on forest resources*	Several outcomes in one, and not all on the same level: Higher/impact level: • Improved conservation of populations and habitats Medium/outcome level: • *Improved management of habitats and natural resources* • *Reduction of key threats to prey* • *Reduced community dependence on forest resources* Lower/output level: • Community support and participation in conservation
Output 1: Resources and capacities for management of tiger habitats are improved and put to good use		• "Improved capacities" are at output level • "Resources" is unspecific/unclear, is it a reference to financial resources? • "Good use" is unspecific/unclear
Output 2: Human-tiger conflicts (HTC) are mitigated	***Output 2:** Reduction in human-wildlife conflicts in participating villages*	• "Mitigated" is unclear – does it refer to fewer conflicts, or compensation schemes? • Reduced conflict can also be a result of a decline in the tiger population, so the output has to be assessed in the context of population changes • *"Reduced conflict" is at outcome level*
Output 3: Local communities in supported tiger conservation landscapes proactively support tiger conservation measures	***Output 3:** Local communities in supported tiger conservation landscapes have increased their knowledge about tiger conservation methods and adopt alternative livelihoods practices*	• **"**Proactively support conservation measures" is unclear, does it mean that they have positive attitudes (output) or that they directly engage in conservation action (which can be either output or outcome)? • *"Increased knowledge"* is an output • *"Alternative livelihoods practices adopted" is an outcome*

Assumptions/risks		
Phase I	**Phase II, III, IV**	**Comments**
Outcome: None	**Project objective:** National governments pursue coherent tiger conservation policies	An assumption
Activities: Capable institutions for implementing sufficient law enforcement	**Project objective:** Law enforcement and/or economic and other incentives are strong enough to stop poaching of tigers	• An assumption • Ph II: enforcement and incentives are two separate assumptions • Ph II: poaching of tigers has happened for decades, so the assumption does not fully hold
Outputs: No new diseases in tiger populations	**Project objective:** Tiger populations do not decrease due to biological factors (diseases)	Should be phrased as a risk

Outputs: No additional significant loss of area in the respective projects due to infrastructure development, agriculture, fire and other land use changes	**Project objective:** Tiger habitats do not decrease substantially due to large scale infrastructure projects, extension of agriculture or other forms of changes in land use patterns, or forest fires and other forms of climate change effects	• Should be phrased as risks • Several risks merged
	Activities: Preparation of management / land use plans not undermined by development plans of other sectors	Should be phrased as a risk
Activities: No political instabilities and/or ethical conflicts which may increase incentives for additional poaching	**Project objective:** No prolonged political or ethnic instabilities in the intervention areas	Should be phrased as a risk
Activities: No significant conflicts on traditional land use rights, on resettlements and/or compensations		Should be phrased as a risk
Outputs: No negative impacts due to climate change	**Project objective:** No ecological catastrophes (e.g. floods, cyclones) in the intervention areas threaten the achievement of the programme objectives	Should be phrased as a risk
Outputs: Financing concepts for sustainable management of the supported tiger areas are realistic and/or can be adapted adequately by feasible sustainability concepts		An assumption, but not adequately clear/specific and appears not entirely appropriate for the programme
	Output 1-2: Legal and institutional framework in place to strengthen tiger habitat management	An assumption
	Output 1-2: Communities are willing to engage in alternative, non-armed mitigation measures	An assumption
	Output 3: Benefits intended for local communities are clearly linked to tiger protection, are perceived by the communities as such and have no unintended negative impacts on tigers	• "Benefits clearly linked to tiger protection and community perception" is not an assumption, but depends on project strategy • "Unintended negative impacts" is separate and should be phrased as a risk
	Activities: Local communities are open and willing to adopt alternative livelihood practices	An assumption
	Activities: Relevant stakeholders and implementation partners work cooperatively together and are focussed on common goals	An assumption
	Activities: Implementation partners and NGOs are able to provide the necessary knowledge transfer for tiger habitat conservation, and alternative livelihoods	An assumption

Annex 9: Implementation status of MTE recommendations

No.	Recommendation	IUCN Management response table			Implementation status	Comments
		Management response	Intended result	Action planned		
	For Phase I					
1	Without disrupting the project work too much improve the outcomes, outputs and indicators by making them SMART and ensure that proper baselines have been established for all objectives in the projects.	Partially disagree	Following recommendations and discussions with the evaluation team, we will add a series of simpler questions to reporting templates to get more robust and repeatable results. The focus of the remaining timeframe of our projects in the current phase will shift from activity focussed to impact focussed	Modify reporting templates to add questionnaires; remind all grantees to shift to results- focussed reporting; on time for their final reporting.	Outcome and outputs were not changed. Baselines were introduced for a number of indicators, but baseline data was not available for all projects. Revised indicator reporting templates were introduced for Phase II and for III-IV.	5 projects used the Phase II template for their Phase I end of project indicator reporting.
2	Ensure that monitoring is carried out as efficiently (i.e. gathering fewer, but more meaningful measures) and regularly as possible, so that project leaders know what aspects of their work is succeeding or not and can adjust accordingly. Some PAC members have skills to help design an effective M&E framework.	Agree	As above. PAC members will be put to contribution to help design a continuation phase.	As above, in addition to that, PAC members have been invited to participate in discussions to be held in April 2018.	An indicator reporting template was introduced for Phase II, 5 projects used this template for their end of project indicator reporting.	No evidence of PAC members contributing available to TE. Results monitoring remained complicated with large excel sheets gathering large amounts of data, even if simplified. Most data collected in principle relevant, but at times in a form not easily interpreted.

3	Redesign the reporting template so that it is responding to "bigger" questions that inform the progress towards outcomes and impact.	See above			The narrative technical reporting template used by the projects remained largely unchanged. Final technical reports contained impact sections.	The narrative reporting format also considered assumptions, risks, and ESMS.
4	Undertake a high level [desk] situation analysis focussed on threats and drivers to better define ITHCP's measures of success and underpin the programme logframe with a theory of change, as it will improve the story of ITHCP.	Agree (for the next phase)			A theory of change was not elaborated neither for Phase I nor for Phase II-IV. The results framework was revised for Phase II-IV (see Annex 8)	
5	Improve leveraging of experts in IUCN country and regional offices, in PAC and other institutions, is required in project development and in oversight activities. Possible addition of more capacity to work on planning, monitoring, evaluation and learning.	Partially agree. Regular day to day monitoring is the responsibility of IUCN as an organisation however where a PAC member has particular expertise in a region together with ongoing projects beyond those administered by ITHCP, they may be invited to help.	PAC will be invited to contribute to the design of the continuation phase and as part of this they will make suggestions on how they themselves could be better involved.	PAC invited to next KfW meeting	A PAC meeting was held in January 2020 to assess proposals for extension of the projects. No evidence available of other PAC involvement. IUCN Asia Regional Office and country offices engaged in carrying out project supervision missions. ITHCP Secretariat and regional/country staff held regular meetings.	PAC and IUCN regional expertise still not used to its full potential.
6	Ensure that relations between IUCN and the host governments is as strong as possible, so that host governments feel well informed and included in the projects, and they develop a strong	Agree	Improved relationship, not just with host governments, but also with the relevant authorities	A greater role for in-country IUCN staff to liaise with authorities more closely at a country level.	IUCN country office staff role expanded to carry out project supervision missions (done prior to MTE).	Grantees have generally involved local authorities and cooperated well with these.

	sense of ownership. This will help sustainability.		dealing with biodiversity/tiger conservation.			While IUCN regional and country staff engage in dialogue with governments, ITHCP has not figured significantly in the dialogue.
7	KfW and IUCN should work together and ensure that projects which are demonstrating success have sufficient time to complete their work, this can be achieved through no-cost extensions within the current phase, and these should be determined by progress and success of the activities, as opposed to a fixed date in the calendar.	Agree	Good projects and the successful high impact activities within them will be continued should further funding materialize.	A meeting with KfW/PAC will determine which activities are having the most impact. Robust criteria will be developed to select project and activities that should be continued.	All Phase I projects were granted no-cost extensions.	
8	Commit for funding for a Phase 2 within the next six months, and begin any redesign of the programme framework and individual projects within the coming 12 months. This would provide a continuity which would result in smooth relationships with community groups at the village level, provide confidence to government partners, allow NGOs to ensure continuity of staffing and experience, and avoid leaving good work hanging without funds. It will also get a Phase 2 off	Agree	Smooth transitioning of activities into a continuation phase. Continued impact.	Re designing is being carried out as part of a series of meetings with KfW and PAC	Phases II-IV approved and planned for most projects, however with gap periods between the phases.	Most projects have a gap period between Phase I and the next phase. Gap periods can be disruptive, especially for smaller grantee organisations, which may have only limited access to other sources of funding to maintain momentum and retain staff.

	the ground with a head start.					
9	Greater and more directed supervision of projects using timely in-person inputs where required, rather than depending on six-monthly reports. Better communication channels are also needed for feedback from different sources including IUCN PME and ESMS Division. (Links also to point 5 above).	Partially agree. We did not only rely on 6 monthly reports but carried out missions due to the early stages of these projects when visited these missions were carried out as soon as after inception as possible.	More frequent monitoring with a better relation between project staff and IUCN in country staff to get a better understanding of the day to day issues faced by projects.	Continued monitoring will be undertaken by a combination of HQ and in-country / regional staff with a more frequent light touch problem specific approach.	Asia Regional Office and country offices engaged in supervision. ESMS division engaged in overhaul of ESMS provisions for Phase II-IV.	
10	Since most of the programme delay seems to be caused by the preparatory and the inception phase of the projects, it will be useful to focus the training workshops and visits during this period.	Agree	Speed up project inception / continuation	Workshops held regionally to train multiple project leaders using the existing infrastructure and procedures of IUCN (Mangroves for the Future; SOS workshop model)	ESMS manuals simplified as this was the most time-consuming element of the formulation and inception phases.	No new calls have been launched since the MTE, hence the new procedures have not been applied by new grantees yet.
11	Overall capacity for programme/project cycle management needs to be built up, in particular more formally dealing with monitoring feedback and adaptive management.	Partially agree. These projects are very large and implementation takes time. Adaptation should not be undertaken lightly.	In a continuation phase, impactful activities will be selected based on strict criteria to maximize return on investment. This needs to be combined with more frequent project monitoring.	(i) redesign phase II with strict criteria for continuation of projects / activities within projects.(ii) involving regional and country staff to ensure projects are monitored and feedback is given more frequently.	Overall, IUCN has been proactive in supporting and guiding grantees, which are overall very satisfied with the support. 1 grantee workshop was held, but further workshops could not be held due to COVID-19. Considerable effort has been put into improving the monitoring, especially for phases II-IV.	Monitoring and data bottlenecks and gaps remained at the end of phase I, especially for the impact/outcome levels

12	Simplified technical and financial reporting systems for grants are needed, that are less burdensome and more focussed on critical issues and progress towards impact. (Links to point 2 above)	Partially agree. ITHCP has never asked for large technical reports. In comparison to other similar schemes, reporting is quite light for both technical and financial reporting considering the size of the grants that are given.	More appropriate reporting that addresses key results and threats.	For technical reporting, there will be a shifting focus to impact based reporting.	Yearly financial reports have been removed from regular requirements. Monitoring excel sheet was simplified. Final technical reports contained impact sections.	Technical narrative reporting requirements do not appear overly demanding or burdensome. The monitoring excel sheets still appears unwieldy.
13	Merge PC and PAC to reduce layers and create efficiency and shared expertise, and define clearly roles and responsibilities.	Disagree. This was rejected by KfW.	Streamline the project approval process for speed	Discuss or negotiate sign off thresholds to ensure streamlined appraisals (IUCN internal).	Not implemented, as PC is a standard KfW requirement.	PC and PAC serves two different purposes. PC: Oversight and strategic decision-making involving the donor PAC: technical advisory. This setup is not unusual, nor is it a major bottleneck.
14	Projects should be evaluated in greater depth than has been possible in this mid-term evaluation, and decisions taken whether they should be terminated or transitioned/ dovetailed into a Phase 2, with or without re-design elements.	Agree	Robustly selected projects and activities for continuation to be approved by the PAC/PC.	Criteria will be designed in the next meeting with KfW and PAC.	Phase II proposals were assessed by PAC. Projects were visited by monitoring missions.	No independent evaluations were carried out at the project level.
15	More efforts and systematization of cross-site learning and exchange opportunities that will synergise outcomes across the tiger range, and	Agree	Exchange trips to be offered based on funding availability to cover specific themes as proposed by the applicants	Open a call for small study exchanges with a requirement for reporting back to a shared knowledge platform.	1 grantee workshop and 1 HWC training was arranged, but further workshops could not be held due to COVID-19. ITHCP funded the participation of a small number of other grantees in 2 training	Exchange visits were not feasible during COVID-19 pandemic. Projects working in the same landscapes interacted.

	creating a programme bigger than the sum of the parts.				workshops implemented by Aaranyak. No call for exchange visits was launched.	
	For Phase II					**Detailed analysis of the implementation for Phase II outside the scope of the Phase I TE.**
16	Commit to a second phase for ITHCP as soon as possible (see 8 above) to allow for full cementation of the results and maximise the possibilities of sustainable change. At least a further five years of current investment would be recommended.	Agree	Smooth transitioning of activities into a continuation phase. Continued impact.	Re designing is being carried out as part of a series of meetings with KfW and PAC	Phase II-IV ongoing – covering an 8-year period after the MTE.	
17	Redesign the overarching ITHCP framework (logframe) using participatory methods and up- to-date design tools to create a robust framework that clearly defines the theory of change. A more organic, bottom-up and consultative approach, involving regional experts, is needed for framework and proposal development. Apart from creating more viable partnerships, such an approach will also help in development of a more strategic programme framework,	Agree. The revised logframe provided by the consultants is not that different from the current one but will be used to develop the new one.	A more robust measurable SMART log frame with indicators.	Compare log frames, identify gaps or potential streamlining and re design the programme on that basis. Increase the capacity of the PAC to incorporate more socio economic development interventions, incorporate capacity building through regional workshops and building more robust landscape mngt regimes	The results framework was revised for Phase II-IV, but comprised elements similar to the ones for Phase I. This does not seem to have been through a consultative/participatory process involving grantees or key tiger conservation actors in the ITHCP countries.	See Annex 8 for the TE's assessment of the results framework.

	more effective project design and consequently, easier execution.			(based on Green List of PAs..)		
18	Allow more time and provide more training and support during the project preparation of a phase 2, even if projects are continued with re-design elements. Use should be made of IUCN skills in the regional offices, PAC, and at Headquarters.	Partially agree. Although we recognize that PP phase were short it allowed longer implementation periods within the timeframe we had. In addition, we allowed some degree of flexibility during the first 6 months of implementation to make modifications.	Better designed projects, with stronger baselines and more robust M&E systems.	Once projects / activities within projects have been selected based on the robust criteria mentioned above, any redesign periods will be negotiated on a project by project basis.		
19	Use external skills to support and train the weaker organisations, and produce more concise project documentation, with more pertinent information and a simpler conceptual framework.	Agree. ITHCP have never asked for large proposals. This has been supplied by the grantees. Proposals are similar to similar schemes.	More impactful robust and measurable impacts	Use of the MFF / SOS workshop type model and additionally external consultants where needed.		
20	Adopt a grant selection process which is clear, transparent and understood by all, with set formalised procedures involving the KfW, and a merged PC and PAC.	Partially agree. The selection criteria have been clearly stated in guidelines and manuals. It is accepted that some bespoke projects have been established at the request of the donor.	Clearer project selection policy	This will be discussed at the meeting especially with regards to involvement of PAC		No new calls have been launched since the MTE, hence new procedures have not been applied yet.

21	Simplify the ESMS review process and make it part of the design and project/programme cycle management, through capacity-building activities and to some extent, simplification. Grantees should be required to carry out a social analysis as a part of their design phase, on which the ESMS screening of potential impacts can be done.	Agree. As it is envisaged that most projects will be a continuation of existing activities, the ESMS should be based on baselines developed from existing projects.	A simpler robust and more informative ESMS procedure appropriate to conditions on the ground	Discuss and negotiate with GEF unit (ESMS) how best to incorporate ESMS in day to day activities. Roll out IUCN ESMS expertise regionally and in country. Regional workshops on this model.	ESMS has undergone major revision for Phase II-IV, incl. significant engagement with grantees. Both KfW and IUCN ESMS team have participated in the process	
22	Look for additional investors from sources already well-connected with IUCN so that the full benefit of the lessons learned from Phase 1 can be realised and applied more widely.	Agree	Additional investors form partnerships with IUCN,	(i) additional funding sought in partnership with other major donor / CSOs to maximize impacts and minimize duplication	The Government of Germany provides significant funding for Phase II-IV. Due to the amount of funding available for ITHCP, fundraising has not been a priority for KfW and IUCN. KfW is now engaged in mobilising private sector funding. 2 tiger projects were implemented by IUCN outside ITHCP with funding from a private foundation.	Funding for ITHCP from the Government of Germany after Phase IV is uncertain and appear unlikely.
23	Capacity-building should be built-in as an intrinsic component of the ITHCP, to enhance skills such as project management, social survey methods, reporting and monitoring. This was mentioned as one of the im-	Agree	Develop capacity in the different facets that arise from the work at a landscape scale level.	Use of commissions, PAC, regional and country staff to undertake training workshops followed up by one on one coaching.	1 grantee workshop and 1 HWC training was arranged, but further workshops could not be held due to COVID-19.	

	portant hurdles to effectiveness by several stakeholders.					
24	Systems need to be created for regional networking and knowledge/skill-sharing, which can help synergise tiger conservation efforts at the landscape level.	See point X above			1 grantee workshop and 1 HWC training was arranged, but further workshops could not be held due to COVID-19. ITHCP funded the participation of a small number of other grantees in 2 training workshops implemented by Aaranyak.	
25	Continue to develop the landscape approach with people at its core, but expand multiplication methods and other strategies such as policy and advocacy and target additional actors, e.g. private sector or development infrastructure operators and funders.	Partially agree. At the outset it was not felt that ITHCP should be driving global tiger policy. However, please see the following boxes	Increased IUCN presence on policy platforms by greater involvement of IUCN policy unit and have input into CBD, GTRP, National plans.	Provide evidence based information into policy platforms at national regional and global levels through case studies and portfolio level data analysis.		Policy, advocacy and targeting of additional actors were not integrated in Phase I.

Annex 10: Overview of grantees and partners

Title	Code	Country	Grantee/lead	Consortium members, sub-grantees, implementing partners	Other partners
Transcending Boundaries for Tiger Recovery: The Chitwan-Parsa-Valmiki Complex in Nepal and India	1309	Nepal India	WWF Germany (World Wide Fund for Nature)	• WWF Nepal • WWF India	Nepal • Department of National Parks and Wildlife Conservation (DNPWC) • Department of Forest (DoF) • Central Investigation Bureau (CIB) • Wildlife Crime Control Bureau (WCCB) • National Trust for Nature Conservation (NTNC) • *CBOs: Buffer Zone Management Committees (BZMC), Buffer Zone User Committees (BZUC)* India: • National Tiger Conservation Authority (NTCA) • Forest department, Government of Bihar
Communities for tiger recovery in Rimbang Baling: the Beating Heart of the Central Sumatran Tiger	1311	Indonesia	WWF Germany	• WWF Indonesia • YAPEKA (Community Empowerment and Nature Conservation Association) • INDECON (Indonesia Ecotourism Network)	• Nature Conservation Agency (BBKSDA) • Directorate for Conservation Areas and the Advancement of Protection Forests • Directorate for Biodiversity Conservation • Directorate General of Natural Resources and Ecosystem Conservation • Forestry Planning Agency • Forestry Offices at the Provincial and Regency Levels • Tourism Offices at the Provincial and Regency Levels • Regency, Sub-Regency, and Village Offices
	1610		YAPEKA	INDECON	
Supporting transboundary tiger recovery in India and Nepal	1327	Nepal India	ZSL (Zoological Society of London)		Nepal: • Department of National Parks and Wildlife Conservation (DNPWC) • National Trust for Nature Conservation (NTNC) • Himalayan Nature (HN) • Panthera India: • Uttarakhand Forest Department (UKFD) • Wildlife Conservation Trust (WCT) • Wildlife Institute of India (WII)
	1700				

Securing Source Population of Tiger, Prey and Habitats in Indo-Bhutan Manas Landscape	1334	India	Aaranyak	• Panthera • Awely, Wildlife and People • Wildlife Conservation Trust (WCT)	• Forest Department, BTC, Assam
Restoring tiger and prey populations in northern Myanmar through protection and enhancing livelihoods of local communities in the Myanmar-India Transboundary Tiger Conservation Landscape	1337	Myanmar India	WCS (Wildlife Conservation Society)	• WCS India • Centre for Wildlife Studies (CWS), India	Myanmar: • Nature and Wildlife Conservation Division (NWCD), Forest Department, Ministry of Environmental Conservation and Forestry (MOECAF) • Kachin State Government • Sagaing Regional Government • Naga Self-Administered Area Government • New York Botanical Garden (NYBG) • Regional Community Forestry Training Centre (RECOFTC) • *Local NGOs/CBOs: Naga Traditional Committee, Naga Hills Development Network* India: • *Local NGOs: Balipara Tract and Frontier Foundation (BTFF), Nagaland Wildlife and Biodiversity Conservation Trust (NWBCT)*
Tanintharyi Tiger Conservation Landscape Project	1338	Myanmar	FFI (Fauna and Flora International)	WWF Myanmar	• Nature and Wildlife Conservation Division, Forest Department Ministry of Environmental Conservation and Forestry (MOECAF) • *Local NGO/CBO: Lenya Karen Youth Organisation (LKYO)*
Securing the Future of Tigers in Bhutan Manas Complex	1341	Bhutan	DoFPS (Department of Forests and Park Services)	• Royal Manas National Park • Ugyen Wangchuk Institute for Conservation and Environment (UWICE)	• Geog Administrations (Trong, Phangkhar, Jigmecholing, Ngala, Norbugang, Tarithang, Umling) • Bhutan Foundation • WWF Bhutan
Recovering Tigers in the Confluence of the Western and Eastern Ghats	1345	India	NCF (Nature Conservation Foundation)	WTI (Wildlife Trust of India)	• Karnataka Forest Department • Snow Leopard Trust – India Program • Panthera • Public Works Department • Malai Mahadeshwaraswamy Kshetra Development Authority • *CBOs: Vanya, Vana Jaagruthi, Aranya, Kaanana, Sahyadri, local religious institutions*

Safeguarding Indonesia's Priority Tiger Conservation Landscapes	1485	Indonesia	FFI	• WCS Indonesia • ZSL Indonesia • Leuser Conservation Forum (FKL)	• Ministry of Environment and Forestry (MoEF) • Panthera • HarimauKita Forum • *Local NGOs: Lingkar Institute, Institut Conservasi Society, Kelopak, Wahana Pelestarian dan Advokasi Hutan Sumatera, Gita Buana*
Integrated Habitat Conservation and Eco-development in Vidarbha Tiger Landscape	1487	India	Maharashtra Forest Department	• WTI • Wildlife Conservation Trust (WCT) • Wildlife Research and Conservation Society (WRCS) • Tiger Research and Conservation Trust (TRACT) • Bombay Natural History Society (BNHS)	*Local NGOs: Satpuda Foundation, Khoj, Youth for Nature Conservation Society, Nature Conservation Society (Amravati), Eco-Pro, Save Ecosystem and Tiger (SEAT), Society for Environment and Wild Animals (SEWA), Hirwal*
Karen Wildlife Conservation Initiative (KWCI) - Conserving tigers and indigenous knowledge in the Dawna-Karen Hills, Myanmar	1490	Myanmar	Wildlife Asia	• KESAN (Karen Environmental and Social Action Network) • WWF Myanmar • Wildlife 1 Foundation (W1F)	• Karen Forestry Department
Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh	1491	India Bangladesh	• WTI • WildTeam	India: • Lokamata Rani Rashmoni Mission (LRRM)	India: • State Forest Department of West Bengal Bangladesh: • Forest Department

Annexure 11: Methodological issues - IUCN ITHCP - Tiger monitoring

Arjun M. Gopalaswamy

May 17, 2023

1 Introduction

Contemporary practice of large felid population monitoring makes extensive use of model-based inferences. This forces investigators to embrace population monitoring as a full-fledged science involving framing good questions, employing appropriate field and statistical methodologies and gathering good data in order to generate reliable knowledge (Gopalaswamy *et al.*, 2022). In relation to population monitoring of tigers and their prey among ITHCP projects, it is important to ensure that the knowledge that is generated provides a coherent understanding of changes in the population dynamics of tigers and their prey. Whilst it was beyond the scope of this evaluation exercise to deep-dive into the monitoring aspects related to the ITHCP projects, we report on some observations based on field visits associated with this evaluation and other literature pertaining to this topic more generally.

2 Examples of methodological issues

2.1 Choice of buffer size for spatial capture-recapture analysis

According to the national report on the status of tigers and their prey in Nepal (DNPWC & DFSC, 2022), all the tiger populations were analytically assessed using spatial capture-recapture models (Royle *et al.*, 2009; Borchers & Efford, 2008; Gopalaswamy *et al.*, 2012). During these analyses (see page 12), a buffer of 1/2 mean of the maximum distance (MMDM) moved by

each tiger was used to define the *habitat mask*. It appears that this choice was based on an earlier recommendation of Wilson & Anderson (1985) when conventional capture-recapture analysis was employed. This is problematic since the very purpose of developing spatial capture-recapture models was to avoid the use of such ad hoc buffers. In spatial capture-recapture models, the *buffer* used in the computation carries a different meaning and this buffer has to be large enough (ideally infinitely large) to ensure that there exists a zero probability for a tiger outside this buffer to be caught in the camera traps during the sampling duration. However, for computational tractability this is set at a very large - but a finite - value, which is recommended to be greater than 2.5σ (see Royle *et al.*, 2009; Borchers & Efford, 2008, for a description of how buffers must be defined). This problem was not confined to this particular national report (DNPWC & DFSC, 2022), but extends to the earlier report as well (see DNPWC & DFSC, 2018).

The same issue was also observed in South India. There was a scientific publication by Lingaraja *et al.* (2017), which reports tiger density and abundance at the BR tiger reserve. This region is meant to serve as the source population of tigers, contributing to the neighbouring areas where the ITHCP project is implemented (MM Hills and Cauvery Wildlife Sanctuary). This study (Lingaraja *et al.*, 2017) too contains this analytical problem, which was subsequently brought to light in another technical analysis (see Dey *et al.* (2019)).

2.2 Ecological oddity with regards to source-sink dynamics

The above problem is not merely a statistical one but carries ecological meaning. A restricted buffer (e.g., the 1/2 MMDM) also implies an ecological contradiction with some of the patterns reported. For example, it is hypothesised that Chitwan is serving as a source population to neighbouring populations (i.e., Valmiki and Parsa). But, such a tightly restricted buffer as defined above will not accommodate for such movement in the analysis of density, despite the known result that spatial capture-recapture models are robust in the face of a fairly high extent of transient individuals in the population (Royle *et al.*, 2016). It should be noted that the neighbouring population in Valmiki exhibited (see below) a very large σ parameter in the spatial capture-recapture analysis. A large σ such as this can also show up as temporary emigration in camera traps (Pradel *et al.*, 1997), which is also robustly accommodated for in spatial capture-recapture analysis (Royle *et al.*, 2013, 2016) by explicitly adjusting the value of σ during the estimation

process.

2.3 Estimating abundance from pixellated maps from likelihood-based spatial capture-recapture predictions

According to Pattekar *et al.* (2021) (see page 21), the estimated density of tigers in Valmiki Tiger Reserve (VTR) in 2019-2020 was 2.66 tigers per 100 sq. km (SE 0.42). And the area of VTR is 901.7 sq km. A simple computation of abundance (taken as density x area) will give us a value of about 24 tigers. But the reported abundance is 41 tigers (95 percent CI 41.01-43.69). And in the season, 2020-2021, the reported density is 2.71 tigers per 100 sq. km (SE 0.4) and this would translate to an abundance of about 24 tigers as well. However, the reported abundance is 47 (95 percent CI 47.003-48.739). Furthermore, the change in density is 1.88 percent but the change in abundance is 14.63 percent. Thus, there are not only differences in the absolute values of abundance, but also in the extent of change.

It should be noted that likelihood-based spatial capture-recapture models, such as the one used in these analyses (Borchers & Efford, 2008) integrate out the activity centres in order to make the computations of density tractable. Unlike Bayesian approaches (Royle *et al.*, 2009, 2013) - whereby it is much easier to preserve the activity centres using MCMC techniques - when attempts are made to *recover* activity centres using likelihood-based *predictions* in order to obtain *heat maps*, it can lead to potential problems. To see how we can obtain conformance using the Bayesian approach, irrespective of whether we estimate abundance using estimates of density or whether we estimate abundance from the activity centres, see Elliot & Gopalaswamy (2017) for a practical example with lions. We note that this inferential problem is a fundamental statistical one and note that this problem will also extend to India's national tiger survey results (e.g., Jhala *et al.*, 2019) if the above mentioned *predictions* are used to estimate abundances within park administrative boundaries, since these reports used likelihood-based approaches (Borchers & Efford, 2008).

2.4 Changes in the σ parameter, which relates to movement

In the same report (Pattekar *et al.*, 2021), the estimate of σ, which represents the spatial scale of detection and also relates to within-samping period movement (Dey *et al.*, 2019) for 2019-20, is reported to be 3.51 km (SE 0.19)

for female tigers. And is estimated to be 4.52 km (SE 0.07) during 2020-21. When translated to home range sizes using the formula $\pi(\sigma\sqrt{(}5.99))^2$ (Braczkowski *et al.*, 2020), these σ estimates would translate to female home ranges of 234 sq km in 2019-20 and 384 sq km in 2020-21. This represents a 64 percent increase in female home range sizes in a year. From the standpoint of tiger ecology and conservation, if these estimates are robust, such a change implies a drastic decline in the quality and quantity of resources (e.g., prey) for tigers, which must be concerning. But, this finding is not consistent with the reported increase in density within VTR. This general type of discrepancy was also observed in a few sites in Nepal, but the issues here may stem from the more fundamental problem related to the choice of buffer size discussed above.

2.5 Prey density estimates

The reported combined prey density in VTR (Pattekar *et al.*, 2021) was estimated at 5.09 individuals/sq km (95 percent CI: 4.43-5.86). It is not entirely clear how this was arrived at considering that the individual estimates of prey species (chital, sambar, gaur, barking deer, wild pig, nilgai) add up to a value higher than this. However, if 5.09 individuals/sq km is considered to be the density of all principal prey species, this would imply an abundance of about 4508 prey animals in the park. A crude application of the Karanth *et al.* (2004) model would suggest a carrying capacity of 11-12 tigers. This would imply that the estimated density 2.66-2.71 tigers/100 sq km (or 24 tigers) is much higher that what the prey densities can support. The larger ecological situation emanating from this situation, and is also corroborated by the large σ estimates for females, points to the difficulty of estimating tiger densities in what appears to dominantly be a transient population (Royle *et al.*, 2016). The same report (Pattekar *et al.*, 2021) also suggests a certain degree of inappropriate fits near the zero line (pg 26) during the prey density estimation considering the importance of the *shoulder* during model-fitting (Buckland *et al.*, 2001). More broadly, it appears as if a greater degree of ecological coherence can be achieved if tiger densities and abundances are estimated by treating the Chitwan-Valmiki-Parsa complex as a whole.

2.6 Discrepancies between tiger density and tiger abundance

In general, we must not expect a significant difference in value when we use the computation (density x area) or any direct/derived estimate of abundance for the same reference area. However, as indicated in the main report,

we observed fairly significant differences in some areas. We have suggested some possible reasons for some of these discrepancies based on our field interactions and known scientific literature during our evaluation exercise. We recommend a deeper study of the emanating inferences at the project level in other cases. In Rimbang Baling, Indonesia, this discrepancy appears largely to be a miscommunication of results. There appears to be a violation of closure (Otis *et al.*, 1978) in some of the abundance estimates and the same reference areas were not considered for between-year comparisons.

2.7 Issues pertaining to overdispersion when extrapolated abundances are used

A few projects relied on the tiger density and abundance estimates based on the WII-NTCA reports (for example, Jhala *et al.*, 2008, 2011a, 2015, 2019). However, the extrapolation methodology used, which was principally based on Jhala *et al.* (2011b), and the consequent estimates from these reports have been repeatedly refuted in the scientific literature for a variety of technical reasons, which can largely be subsumed within the idea of statistical overdispersion (see Karanth *et al.*, 2011; Gopalaswamy *et al.*, 2015b,a; Harihar *et al.*, 2017; Darimont *et al.*, 2018; Gopalaswamy *et al.*, 2019, 2022). So, if these estimates are to be used, the relevant quantum of overdispersion has to be applied to the estimates in some manner, but it is likely that this would lead to variances that are too large to assess conservation impact.

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