ATTACHMENT 1: Terms of Reference for the Independent Final Evaluation of Phase II and Phase III of the Integrated Tiger Habitat Conservation Programme (ITHCP)

1. Overview of the assignment

The Integrated Tiger Habitat Conservation Programme (ITHCP) is a grant-making initiative implemented by the International Union for Conservation of Nature (IUCN) and funded by the German Cooperation (BMZ) through KfW Development Bank. ITHCP supports a wide range of organisations, including governments, national and international NGOs to implement conservation action benefiting species, habitats and people. The programme consists of a portfolio of large-scale projects in key Tiger Conservation Landscapes across Bangladesh, Bhutan, India, Indonesia, Nepal, Myanmar and Thailand.

The 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 evaluation of ITHCP Phase I was carried out in 2017 and a final evaluation in 2022. As Phase II and Phase III of the ITHCP approach their end, a final evaluation is requested to assess their relevance, effectiveness, efficiency, impact and sustainability in conserving tiger habitats and securing tiger populations across target landscapes. The evaluation will also identify key achievements, lessons learned and areas for improvement to inform future programme design and broader conservation strategies.

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

2. Evaluation context

ITHCP Phase II and Phase III have a value of € 7.5 million and € 5 million respectively. These two phases of the programme were run in parallel and are both due to end on 31 December 2025.

For both phases the envisioned **impact** is defined as *"Contribution to the sustainable co-existence of tigers and local communities in support of functional ecosystems/landscapes"*, and the expected **outcome** is defined as *"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"*. Three main **outputs** are expected to be achieved:

- Output 1: Resources and capacities for the management of tiger habitats are improved and put to good use
- Output 2: Reduction in human wildlife conflicts in participating villages
- Output 3: Local communities in supported tiger conservation landscapes have increased their knowledge about tiger conservation methods and adopt alternative livelihoods practices

The main aim of ITHCP Phase II and Phase III is to consolidate and strengthen the achievements of selected projects funded during Phase I, by scaling up the most impactful activities. Since most of Phase II and Phase III projects are continuations of Phase I projects, project selection was not based on Calls for Proposals, but grantees were directly approached to provide proposals that extended Phase I activities. In addition, under Phase II, three small bridge funds (about € 100,000 each) were funded in Myanmar, as proposals received before the current political situation unfolded in the country were scaled down. Three grants funded under Phase III are not continuations of Phase I projects but were selected based on the action plan for high-altitude areas in the Himalayas, which was funded under Phase I of the ITHCP.

ITHCP Phase II provided € 186,540 for Project Preparation Grants (PPGs) and € 5,038,492 for Grants (see Table 1 for the full list of grants funded under Phase II). ITHCP Phase III provided € 138,326 for Project Preparation Grants (PPGs) and € 3,602,612 for Grants (see Table 2 for the full list of grants funded under Phase III). Grants were provided to international and national NGOs and government departments, and projects range in size from €100,000 (Myanmar bridge funds) to €1.7 million.

Table 1: 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	€ 1,714,908	Jul-2021	Sep-2025	Project ongoing
Supporting trans-boundary tiger recovery in India and Nepal – Phase II	2327 ZSL	Zoological Society of London	Nepal / India	€ 1,200,000	May-2021	Jul-2023	Project completed
Protecting tigers, people and their vital habitats in the Sundarban Delta of India and Bangladesh – Phase II	2491 Sundarbans	Wildlife Trust of India / WildTeam / Jahangirnagar University	India / Bangladesh	€ 1,326,313	May-2021	Sep-2025	Project ongoing
Partnering with communities to strengthen conservation of critical tiger habitats in northeast India	2337 WCS India	Wildlife Conservation Society India	India	€ 420,518	Sep-2023	Aug-2025	Project ongoing
Bridging Project for Community-based Tiger Conservation	2MB1 FFI Myanmar	Fauna & Flora	Myanmar	€ 99,982	Jul-2022	Feb-2024	Project completed
Karen Wildlife Conservation Initiative (KWCI) Conserving tigers and indigenous knowledge in the Dawna-Karen Hills, Myanmar	2MB2 Wildlife Asia	Wildlife Asia	Myanmar	€ 100,000	Oct-2022	Jun-2024	Project completed
Community-based Conservation of Tiger in Tanintharyi Landscape – Phase II	2MB3 FFI Myanmar	Fauna & Flora	Myanmar	€ 99,985	Nov-2024	Oct-2025	Project ongoing

Table 2: List of Phase III projects and budgets *

Project Title	ITHCP Project Code	Grantee	Country	Budget	Project Start Date	Project End Date	Status
Supporting trans-boundary tiger recovery in India and Nepal – Phase III	3327 ZSL	Zoological Society of London	Nepal / India	€ 1,115,000	Jun-2022	Mar-2025	Project completed
Advancing human and tiger harmony in Rimbang Baling Wildlife Reserve, Central Sumatran Tiger Landscape	3610 Yapeka	Yapeka	Indonesia	€ 909,895	Aug-2022	Mar-2025	Project completed
Strengthening the long-term persistence of tigers in the high altitudes of Bhutan	3601 HAT Bhutan	Bhutan Department of Forests and Park Services	Bhutan	€ 650,000	Dec-2023	Sep-2025	Project ongoing
Investigating and Addressing Tiger Conservation in Sikkim – the Eastern Himalayas	3602 HAT GTF	Global Tiger Forum	India	€ 498,500	Jun-2023	Jun-2025	Project completed
Strengthening Tiger Conservation Initiatives in High Altitude Landscapes of Western Nepal	3603 HAT NTNC	National Trust for Nature Conservation	Nepal	€ 429,217	Jun-2023	Sep-2025	Project ongoing

** Please note that project sites shaded in blue were visited as part of ITHCP Phase I Final Evaluation.*

Project profiles of the individual projects are available at the following link: https://iucnsos.org/wp-content/uploads/2025/02/ITHCP-Phase-II-III-IV_Project-Profiles-February-2025-update.pdf

The main activities implemented by funded projects include monitoring tigers and their prey, anti-poaching efforts, measures to prevent and mitigate human-wildlife conflict, improving protection and effective management of priority tiger sites (including protected areas, buffer zones and corridors), habitat restoration, promoting the sustainable use of natural resources and alternative livelihoods, and raising awareness about tiger conservation.

A map of project locations is provided in Figure 1 below.

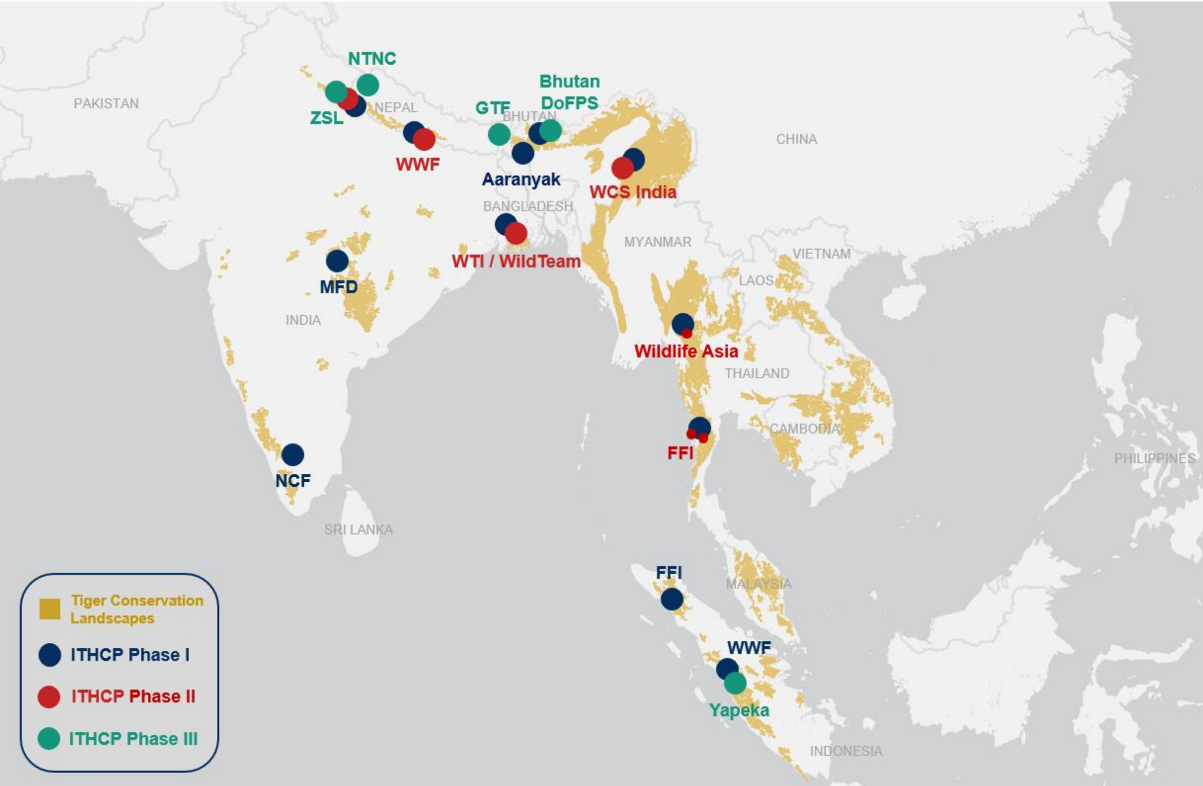

Figure 1: Locations of ITHCP Phase I, Phase II and Phase III projects

3. Rationale and purpose

This final evaluation fulfils IUCN requirements to conduct an independent final evaluation for the purpose of assessing the results of ITHCP Phase II and Phase III in conserving tiger habitats and securing tiger populations across target landscapes. It is expected that the findings and recommendations of the final evaluation will help to inform future decisions such as whether to pursue additional interventions, to scale up existing interventions, or to replicate this project elsewhere. The external evaluation should also help IUCN, KfW and project grantees identify key lessons learned that could be used for the development of future project proposals. Additionally, the findings and recommendations shall support and serve as a basis for the KfW final control mission and the project's closure.

4. Objectives and evaluation questions

This final evaluation will be carried out in conformity with [IUCN Evaluation Policy](#) (2023) and use the widely accepted OECD DAC evaluation criteria: relevance, coherence, effectiveness, efficiency, impact and sustainability. The Final Evaluation should explore ITHCP Phase II and Phase III work, and the role played by IUCN and project grantees, with the aim of assessing the results of the programme intervention and its sustainability. Through the assessment of the performance and lessons learnt, the final evaluation will also contribute to both learning and accountability.

The specific evaluation criteria are:

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 **coherence** of the ITHCP in promoting inter-project learning, knowledge generation and the integration of lessons across conservation initiatives, as well as its alignment with external policy frameworks.
3. Assess the **effectiveness** of the ITHCP and its project portfolio in achieving programme and project outcomes, delivering outputs and progress made towards the indicator targets, and analyse key underlying risks, assumptions and constraints which have affected intended outcomes and impacts.
4. 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, including an overview of the key measures implemented and an accurate figure of the actual cost and financing.
5. 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.
6. 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) and highlight suitable and sustainable long-term financing approaches.

On top of the OECD DAC criteria, three additional lines of inquiry should also be addressed:

7. Assess the extent to which ITHCP leverages the Union (**IUCN One Programme Approach**) to achieve its objectives.
8. Assess the extent to which the programme has promoted inclusive and responsive approaches with respect to **gender, indigenous peoples and youth**.
9. Assess the extent to which IUCN's **Environmental and Social Management System (ESMS)** has been successful in promoting effective stakeholder engagement and implementing mitigation measures.

Finally, it is expected that the final evaluation will provide both **short-term operational recommendations and longer-term strategic adjustments** to guide the design and implementation of current and future phases of the programme, as well as broader species and landscape conservation efforts.

A draft evaluation matrix with sub-questions for each of the above evaluation criteria is provided in **Annex 2**. The questions listed are to be conceived as guiding questions only and the evaluation team is not limited to them. The refinement and further elaboration of the questions should be done by the evaluation team during the inception phase.

4. Audience, key stakeholders and use

The main audiences and uses of the evaluation are expected to be:

- IUCN and ITHCP Secretariat to adjust grant-making efforts and support the delivery of conservation action, outcomes and impacts in ongoing phases of the programme and future initiatives;
- IUCN leadership to guide strategic oversight and inform decision-making on current and future grant-making schemes;
- IUCN Monitoring, Evaluation and Learning (MEL) team to institutionalize lessons learned from the evaluation into organizational knowledge systems and ensure alignment with the IUCN Evaluation Policy;

- KfW to adapt their support for tiger conservation and integrated grant-making schemes;
- 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 other phases of the programme;
- Individual project and programme managers to foster cross-learning and collaboration, enabling alignment with programme-level objectives and contributing to the broader global tiger conservation agenda, particularly across other tiger conservation initiatives.

5. Methods and sources

This evaluation will be carried out in conformity with IUCN Evaluation Policy, which sets out IUCN's institutional commitment to evaluation, and the criteria and standards for the evaluation and evaluation of its projects, programmes and organizational units.

At least four 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 preliminary findings;
- A meeting to present the final evaluation report.

i. *Scoping Phase - Framing the boundaries of the evaluation*

After the kick-off meeting, the evaluator(s) will review key project documents and engage with IUCN to finalise the evaluation objectives, questions, criteria and methodology. Against the above, the evaluator(s) will identify appropriate evidence that needs to be gathered and synthesized to fully inform the evaluation process – as well as sources of information including key individuals to be interviewed. The output of this phase will be an **inception report** which will include a **methodological note** and **an evaluation matrix** presenting how each evaluation questions will be addressed, data sources and data collection methods that will be used to gather additional information needed and a set of criteria to rate the strength of the evidence collected. The evaluation matrix will be reviewed and should be approved by IUCN. Adequately addressing the key evaluation questions will be the basis for IUCN to sign off on the completeness of the inception report.

ii. *Further data collection and analysis; development of draft evaluation report*

In this phase, the evaluator(s) will work with IUCN and project Grantees to gather and consolidate the necessary information to address the evaluation questions. It will also include field visits for onsite observations and meetings with key partners and beneficiaries from at least four projects. It is expected that the team leader travels to the field but can be assisted by local consultant(s). The evaluator(s) will present **their preliminary findings during a short webinar** in order to collect feedback from key target audience. The link between the evaluation questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner during the presentation. Following the webinar, the evaluator(s) will submit a **draft evaluation report** for further review by the target audience.

iii. *Finalising the evaluation reports and presenting findings to key stakeholders*

Once the draft reports have been circulated, IUCN will undertake a final review of the reports and provide their comments in written to the evaluator(s). The comments will be integrated by the evaluator(s) in the **final version of the report** and serve to finalise recommendations and to develop lessons learned. The evaluator(s) will submit a final evaluation report in word and PDF and will include a separate document highlighting where/how comments were incorporated. The final report should clearly and transparently demonstrate links between review questions, data collection, analysis, findings and conclusions. The conclusion and recommendations presented in the final report should be underpinned by a strong set of evidence and will be further explained during **the final webinar**. Finally, evaluator(s) will produce a short but concise **summary** that can be disseminated to the wider public for general information on the project's results and performance.

a) Methods, sources and analysis

Different sources will be used to verify information, and evidence will be validated through triangulation. Information and insights will be derived mainly from three key sources:

1) Document review, including:
   - Logframes and budgets of ITHCP Phase II and Phase III
   - Operational Manual of Phase II and Phase III
   - Project proposals (including project logframes and budgets)
   - Project Preparation Grant reports
   - Monitoring mission reports (prepared by ITCHP Secretariat)
   - Bi-annual technical and financial reports (prepared by grantees)
   - ESMS safeguard instruments (prepared by external consultant and grantees)
   - Data collation on ITHCP indicators
   - Technical reports on programme to donor (prepared by ITHCP Secretariat)
   - ITHCP Phase I Mid-term Evaluation Report and Final Evaluation Report
   - Report on ITHCP Grantees Workshop, conducted in January 2024
   - Report "*Assessment of Livelihood Interventions in the Context of the Integrated Tiger Habitat Conservation Programme (ITHCP)*" (prepared by external consultant)
   - Report "*Assessment on the effects and impacts of habitat management practices in ITHCP project sites*" (prepared by external consultant)

2) Key informant interviews – interviews with KfW, ITHCP Secretariat, IUCN Regional and Country Offices and ITHCP Programme Council, semi-structured interviews with grantees, government officials and key stakeholders (including local communities).
3) Field visit and observation.
4) Optional online survey or other methods proposed by the evaluator(s).

b) Stakeholders to be consulted

The evaluation will adopt a consultative approach, seeking and sharing opinions with stakeholders at different stages throughout the evaluation process. Stakeholder categories include but are not limited to: IUCN project staff, grantees, representatives from country government, and external stakeholders involved in or benefiting from the project.

The list of stakeholders to be consulted will presented and validated through the inception report. The total number of stakeholders to be consulted is however estimated to 25-30 people, plus the 12 grantees. A suggested list of stakeholders to be consulted in different categories will be provided during inception. The evaluation team may propose changes or additions.

c) Sampling approach

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 12 to be reviewed). The sample drawn for the field visits should be a combination of Phase II and Phase III projects, with particular attention given to grantees and countries that will continue to receive funding under ITHCP Phase IV (i.e. Nepal, India, Bangladesh, Indonesia). At least one or two of the project sites selected for field visits should be ones that were not included in the Final Evaluation of Phase I (project sites visited as part of the Final Evaluation of Phase I are shaded in blue in Table 1 and Table 2). Projects implemented in Myanmar should not be included in the sample. 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.

d) Other information

In addition, an ITHCP Grantees Workshop will be organized in November 2025 in Nepal for grantees to discuss project activities and their successes and failures. All grantees funded under ITHCP Phase II, III and IV are expected to attend this event 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. Attendance of the evaluator(s) to the workshop will be confirmed at the start of the assignment.

6. Evaluation deliverables

The expected deliverables of the assignment are:

Deliverable 1	An **inception report** specifying the detailed methodology of the evaluation, including refined key evaluation questions, the finalized Evaluation Matrix, details of data collection and tools (stakeholders to interview/survey, interview protocols, survey questions, etc.), the proposed sample of projects to be visited, workplan and schedule.
Deliverable 2	An online **presentation of preliminary findings**
Deliverable 3	A **draft evaluation report**
Deliverable 4	A **final evaluation report**, including annexes
Deliverable 5	An online **presentation of the final evaluation report** accompanied by a PowerPoint presentation of the key findings and recommendations for the primary audiences and users of this evaluation
Deliverable 6	A **3-page summary** of key findings, lessons, challenges, recommendations and messages from the final evaluation report, that can be disseminated to the wider public for general information on the programme's results

The **inception report** should be in English and include the following structure:

A. Identification of the subject of the review, and relevant context.
B. Purpose and scope of the evaluation: why is the evaluation being conducted at this time, who needs the information and why? What aspects of the project will be covered, and not covered, by the evaluation?
C. Theory of change and results. A one-page diagram and explain it with a narrative, including a discussion of assumptions and drivers. This section should also confirm the formulation of planned results so that the evaluand can be assessed against its intended results.
D. An evaluation matrix presenting how each evaluation criteria and questions will be addressed, the indicators, the data sources and the data collection methods and tools that will be used to gather the information needed for the Final Evaluation and a set of criteria to rate the strength of the evidence collected.
E. Methodology including approach for data collection and analysis, and stakeholder engagement, a rationale for selection of the methods, and selection of data sources (i.e. any sites to be visited, stakeholders to be interviewed).
F. The evaluation workplan and schedule, as well as a description of roles and responsibilities for the management of the evaluation.
G. Potential limitations of the evaluation.

The **final evaluation report** should be in English and is expected to cover the following components:

A. Executive Summary (including an overview of the key issues, findings and conclusions of the evaluation)
B. Table of Contents
C. List of Acronyms
D. Introduction
E. Purpose of the evaluation
F. Evaluand context
G. Evaluand description
H. Evaluation issues and guiding questions
I. Methodology
J. Findings
K. Conclusions and recommendations
L. Appendices (including TOR, evaluation matrix, data collection instruments, a record of field visits and people interviewed, documents consulted)

7. Travel requirements

It is expected that the evaluator(s), including the team leader, travel to selected field locations where project activities have been implemented, to collect data, conduct interviews, and engage with key project stakeholders and beneficiaries. Travel arrangements, including flights, accommodation, and transportation, will be organized by the evaluator in coordination with the grantees' teams in the field.

Reimbursement for travel costs will be provided in accordance with approved schedules and budgets, and in compliance with IUCN Travel Policy for Non-staff (available in **Annex 3**).

8. Schedule

The evaluation will run from October 2025 to April 2026. The expected schedule is as follows:

Milestones / deliverables	Proposed schedule and deadlines	Roles and responsibilities
Recruitment of evaluator	August / September 2025	IUCN
Start date of evaluation	October 2025	Evaluator
Delivery of inception report, including final evaluation matrix (*Deliverable 1*)	October 2025	Evaluator
IUCN approval of inception report	Within 2 weeks of delivery	IUCN
Participation in ITHCP Grantees Workshop (TBC)	17-21 November 2025	IUCN / Evaluator
Data collection and analysis, including visits to sampled project sites	November 2025 – February 2026	Evaluator
Presentation of preliminary findings (*Deliverable 2*)	February 2026	Evaluator
Submission of draft evaluation report (*Deliverable 3*)	March 2026	Evaluator
IUCN approval of draft report	Within 2 weeks of delivery	IUCN
Submission of final evaluation report (*Deliverable 4*)	April 2026	Evaluator
Presentation of final report (*Deliverable 5*) and 3-page summary (*Deliverable 6*)	April 2026	Evaluator
End date of evaluation	April 2026	Evaluator
Management response	May 2026	IUCN

9. Roles and responsibilities

The evaluation is commissioned by KfW and 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 IUCN Evaluation Policy. The ITHCP Secretariat will also supply documentation, provide access to stakeholder lists and stakeholders, and support logistical arrangements as needed. The evaluation will be conducted by an evaluator or team of evaluators selected and hired according to KfW and IUCN Procurement Policies.

10. Qualifications of the Evaluator(s)

This evaluation will require an evaluator or a team of evaluators with the following experience:

- A post-graduate degree in biological sciences, social sciences or management, with a focus on community-based natural resource management and landscape-scale conservation.
- Minimum of 10 years of professional experience in evaluation, with a proven track record of conducting evaluations in conservation and development contexts (writing sample to be provided).
- Experience with evaluation of grant-making programmes and conservation programmes.

- At least 10 years of experience in conservation or development in the field.
- Experience working in Asia, in countries where the programme is implemented.
- Experience with large species conservation and human-wildlife conflict is considered an asset.
- Experience working with multi-sector partnerships/project consortiums is considered an asset.
- Experience with Environmental and Social Management Systems (ESMS) is considered an asset.
- Experience with conducting “final inspections” in similar projects funded through German Financial Cooperation (i.e. KfW) is considered an asset.
- Ability to work independently with limited supervision.
- Fluency in English (spoken and written) is required.
- 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 every country that will be visited is considered an asset.

11. Cost

A maximum budget of **€ 80’000** is available for this evaluation, including consultancy fees and travel for field visits. This maximum amount is expected to cover fees and travel expenses for the entire evaluation team (including the team leader and other evaluators / local consultants), for a total number of workdays estimated between 70-90 days, over a period of approximately 30 weeks.

Travel to the ITHCP Grantees Workshop in Nepal in November 2025 will be covered separately by IUCN and should not be part of the proposed budget.

12. Annexes

Annex 1: Overview of ITHCP Phases and Projects
Annex 2: Draft Evaluation Matrix
Annex 3: IUCN Travel Policy for Non-staff

Annex 1: Overview of ITHCP Phases and Projects*

Integrated Tiger Habitat Conservation Programme (ITHCP) Timeline

	START DATE	END DATE	EUR	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
PHASE I	18/12/2013	31/12/2022	20 million	preparation	implementation													
PHASE II	04/12/2018	31/12/2025	7.5 million						preparation		implementation							
PHASE III	11/12/2020	31/12/2025	5 million								preparation	implementation						
PHASE IV (Tranche 1)	08/11/2021	31/12/2026	2.5 million								preparation	implementation						
PHASE IV (Tranche 2)	30/05/2022	30/06/2028	12.5 million									preparation			implementation			

ITHCP PROJECT CODE	ORGANIZATION	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 completed
1311	**WWF Germany**	Indonesia	€ 1,950,671	04/08/2015	31/07/2019	Project completed
1327	**ZSL**	Nepal / India	€ 2,600,000	16/02/2016	30/09/2019	Project completed
1334	**Aaranyak**	Assam, India	€ 1,699,477	26/10/2015	30/09/2021	Project completed
1337	**WCS**	Myanmar / India	€ 901,153	04/08/2015	31/12/2019	Project completed
1338	**FFI**	Myanmar	€ 1,192,199	09/12/2015	30/11/2020	Project completed
1341	**DoFPS Bhutan**	Bhutan	€ 700,000	22/12/2015	30/11/2020	Project completed
1345	**NCF**	India	€ 1,182,297	04/06/2016	30/09/2021	Project completed
1485	**FFI**	Indonesia	€ 2,000,000	16/12/2016	31/12/2019	Project completed
1487	**Maharashtra Forest Department**	India	€ 1,986,802	06/12/2016	31/03/2021	Project completed
1490	**Wildlife Asia**	Myanmar	€ 499,985	13/04/2017	30/09/2019	Project completed
1491	**WTI / WildTeam**	India / Bangladesh	€ 587,577	06/06/2018	30/11/2020	Project completed
1500	**Awely**	Bhutan / India / Indonesia / Myanmar / Nepal / Bangladesh	€ 76,000	13/10/2017	30/04/2019	Project completed
1510	**GTF**	India / Nepal / Bhutan	€ 100,000	23/02/2018	30/06/2019	Project completed
1600	**GTF**	India / Nepal / Bhutan	€ 20,000	03/09/2020	30/09/2021	Project completed
1610	**Yapeka**	Indonesia	€ 40,000	15/09/2020	30/06/2021	Project completed
1700	**ZSL**	Nepal / India	€ 270,000	09/03/2022	31/08/2022	Project completed
			ITHCP PHASE II			
2309	**WWF Germany**	Nepal / India	€ 1,714,908	01/07/2021	30/09/2025	Project ongoing
2327	**ZSL**	Nepal / India	€ 1,200,000	27/05/2021	31/07/2023	Project completed
2491	**WTI**	Sundarbans, India	€ 511,608	21/05/2021	30/09/2025	Project ongoing

2491	**WildTeam**	Sundarbans, Bangladesh	€ 552,534	20/05/2021	30/09/2025	Project ongoing
2491	**Jahangirnagar University**	Sundarbans, Bangladesh	€ 262,171	25/06/2021	28/02/2025	Project completed
2337	**WCS India**	North-East India	€ 420,518	12/09/2023	31/08/2025	Project ongoing
2MB1	**FFI**	Myanmar	€ 99,981.5	08/07/2022	29/02/2024	Project completed
2MB2	**Wildlife Asia**	Myanmar	€ 100,000	13/10/2022	30/06/2024	Project completed
2MB3	**FFI**	Myanmar	€ 99,985	28/11/2024	31/10/2025	Project ongoing
2490	**Wildlife Asia**	Myanmar	€ 76,787	15/12/2020	30/09/2021	Grant terminated
ITHCP PHASE III						
3327	**ZSL**	Nepal / India	€ 1,115,000	06/06/2022	31/03/2025	Project completed
3610	**Yapeka**	Indonesia	€ 909,895	01/08/2022	31/03/2025	Project completed
3601	**DoFPS Bhutan**	Bhutan	€ 650,000	13/12/2023	30/09/2025	Project ongoing
3602	**GTF**	Sikkim, India	€ 498,500	04/06/2023	30/06/2025	Project completed
3603	**NTNC**	Western Nepal	€ 429,217	05/06/2023	30/09/2025	Project ongoing
ITHCP PHASE IV Tranche I						
4334	**Aaranyak**	India	€ 1,030,000	19/10/2022	30/09/2025	Project ongoing
4485	**WCS**	Indonesia	€ 1,000,000	25/10/2022	30/09/2025	Project ongoing
ITHCP PHASE IV Tranche II						
TBD	**KKI Warsi**	Indonesia	€ 711,470			Proposal under review
TBD	**ZSL**	Nepal / India	€ 1,940,000			Proposal under review
TBD	**WCS**	Indonesia	€ 1,584,689			Proposal under review
TBD	**Panthera**	Thailand	€ 1,999,933			Proposal under review
TBD	**WWF Germany**	Nepal / India	€ 1,122,690			Proposal under review
TBD	**Arannayk Foundation**	Bangladesh / India	€ 1,889,995			Proposal under review

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

Annex 2: Draft Evaluation Matrix for the for the independent final evaluation of Phase II and Phase III of the Integrated Tiger Habitat Conservation Programme (ITHCP)

Please note that the evaluation questions and sub-questions indicated below are indicative and will need to be refined by the evaluator or evaluation team during the inception phase of the evaluation. The final evaluation matrix will be approved as part of the evaluation inception report. This template is provided as an aide to ensuring that all of IUCN's Evaluation criteria are considered.

1. RELEVANCE				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*
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.	• How relevant is the selection of projects under ITHCP Phase II and Phase III in view to address the underlying core problems regarding tiger conservation? • To what extent was the ITHCP Phase II and Phase III responsive to the needs of local communities (including women, indigenous peoples and marginalized groups)? • How appropriate is the programme's focus on tiger habitats, as opposed to a broader focus on a larger number of apex carnivore species landscapes, for addressing biodiversity threats in the project areas?			
2. COHERENCE				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*
Assess the **coherence** of the ITHCP in promoting inter-project learning, knowledge generation and the integration of lessons across conservation initiatives, as well as its alignment with external policy frameworks.	• How strategic and coherent was the selection of project under ITHCP Phase II and Phase III? • To what extent has ITHCP created synergies with other conservation initiatives at national, regional and global levels? • To what extent has ITHCP aligned with and influenced external policy frameworks at national, regional and global levels (e.g. the Global Tiger Recovery Program, national tiger conservation plans etc.)?			
3. EFFECTIVENESS				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*

Assess the **effectiveness** of the ITHCP and its project portfolio in achieving programme and project outcomes, delivering outputs and progress made towards the indicator targets, and analyse key underlying risks, assumptions and constraints which have affected intended outcomes and impacts.	• To what extent has ITHCP Phase II and Phase III delivered on its intended tiger conservation, human-wildlife conflicts and community livelihoods outputs? • To what extent did ITHCP Phase II and Phase III achieve its intended tiger conservation, human-wildlife conflicts and community livelihoods outcomes? • What underlying risks, assumptions and constraints have affected project delivery? And to what extent did the project adapt to it? • Which human-wildlife conflict mitigation measures were most successful, and what factors influenced this? • Were innovative approaches (e.g. technology, policy interventions) used in the projects, and what successes and challenges were associated with these approaches? • To what extent has the ITHCP Secretariat promoted capacity development among grantees? • To what extent did the ITHCP projects learn from each other? Were opportunities for inter-project learning and sharing of knowledge promoted? • What knowledge or learning has been generated through the programme and how was it documented and shared? • How do key stakeholders (e.g. government agencies, conservation partners, donors) perceive the programme's contributions to conservation? • To what extent were lessons learned from Phase I integrated into the implementation of Phase II and III? To what extent were the recommendations from the Phase I final evaluation addressed?			
4. EFFICIENCY				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*
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, including an overview of the key measures implemented and	• To what extent has the grant-making mechanism and management approach of ITHCP Phase II and Phase III led to the most effective use of the resources, costs savings and to efficiencies of scale in the provision of coordination and technical support? More specifically: - Are accounting and financial systems adequate for project management and producing accurate and timely financial information? - Have progress reports been produced accurately, timely and responded to reporting requirements?			

an accurate figure of the actual cost and financing.	- In terms of periodic meetings and coordination effort, what worked and what didn't in ensuring effective communication and project alignment, and why? • Were the monitoring mechanisms sufficient for capturing results, informing decision-making and adaptive management? In particular: - To what extent are the selected indicators and targets appropriate to determine whether ITHCP Phase II and Phase III achieved their objectives? - To what extent were the MEL tools used appropriate to capture results and help detect any needed course corrections? - To what extent did supervision missions aid the project's progress and why? • How conducive were programme governance and management arrangements for programme oversight and support for the grantees?			
5. IMPACT				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*
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.	• To what extent did ITHCP Phase II and III contribute to tiger conservation in project areas? • To what extent did ITHCP Phase II and III contribute to improved livelihoods of communities living in and around tiger habitats? • To what extent can behavioural changes (e.g. reduced human-wildlife conflict, enhanced community stewardship) be attributed to the programme's interventions? • Are there any unintended consequences as a result of the actions of the programme?			
6. SUSTAINABILITY				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*
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	• What is the evidence that shows that the enabling condition are in place to ensure that the project achievements and benefits continue after project completion? Is there evidence of 'country ownership' of the project initiatives? • To what extent have the mitigation measures identified to address the risks been implemented? Were these measures effective?			

are maintained beyond the funding lifespan of the project through appropriate exit strategies) and highlight suitable and sustainable long-term financing approaches.	• Are there new risks that have arisen that can impact the permanence of the results achieved that were not foreseen? • What partnerships and financial mechanisms were established to ensure long-term sustainability of conservation outcomes? • What factors contributed to the sustainability of certain livelihood measures post-project, and what challenges led others to discontinue or underperform? • What were the main barriers preventing community enterprises from accessing markets, and what partnerships could improve market access? • Are livelihood measures sufficiently integrated into national and local government programs to ensure sustainability? • What are the most suitable financing approaches recommended to ensure long-term financial sustainability?			
7. ONE PROGRAMME APPROACH:				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*
Assess the extent to which ITHCP leveraged the Union (**IUCN One Programme Approach**) to achieve its objectives.	• To what extent did ITHCP engage with IUCN Members, Commissions and Secretariat? • To what extent did ITHCP Phase II and Phase III align with and contribute to advance IUCN's Programme?			
8. RELEVANCE AND EFFICIENCY OF THE EVALUAND WITH RESPECT TO GENDER, INDIGENOUS PEOPLES, AND YOUTH				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*
Assess the extent to which the programme has promoted inclusive and responsive approaches with respect to **gender, indigenous peoples and youth**.	• To what extent did ITHCP Phase II and III promote and advance gender equality and/or gender responsive strategies? • To what extent did ITHCP Phase II and III respond to indigenous peoples' needs and priorities, or promote indigenous peoples' participation and/or leadership? • To what extent did ITHCP Phase II and III respond to youth needs and priorities, or promote youth participation and/or leadership? • What barriers still exist for women's full participation in the projects? • How can livelihood measures better engage marginalized groups (e.g. indigenous communities, landless households)?			

9. ENVIRONMENTAL AND SOCIAL MANAGEMENT SYSTEM (ESMS)				
Key evaluation questions	*Sub-questions*	*Indicators*	*Source of Information*	*Data Collection Tools*
Assess the extent to which IUCN's **Environmental and Social Management System (ESMS)** has been successful in promoting effective stakeholder engagement and implementing mitigation measures.	• How effective have the stakeholder engagement processes been, particularly to ensure inclusion of indigenous people, local communities, women and CSOs in project decision-making? • How effectively was the FPIC process managed, where relevant? • To what extent were ESMS risks appropriately identified? • To what extent have the actions under the projects' Environmental and Social Monitoring Plans (ESMP) been implemented, and what mechanisms were used to track the outcomes particularly with regard to access restrictions? • How robust was the Grievance Mechanism, and how efficiently were grievances addressed? • How efficiently have resources been allocated for the implementation of the ESMS? • How effective has the training and communication been in supporting ESMS implementation? • What are the main strengths, gaps and areas for improvement identified in the ESMS?			

IUCN Travel Policy and Procedures for Non-Staff

April 2019 – Version 1.1

International Union for Conservation of Nature

Code Version Control and History: IUCN Travel Policy and Procedures

Title	IUCN Travel Policy and Procedures Non-Staff
Version	Version 1.1
Source language	English
Published in French under the title	*(outstanding)*
Published in Spanish under the title	*(outstanding)*
Responsible Unit	Global Finance and Human Resources Management Group
Developed by	Global Finance and Human Resources Management Group
Subject (Taxonomy)	Duty Travel, Mission, Per Diem, Daily Subsistence Allowance (DSA)
Date approved	5th April 2019
Approved by	Chief Financial Officer
Applicable to	All non-IUCN-employees whose travel is funded by IUCN Secretariat funds. This policy applies irrespective of the funding source.
Purpose	The aim of the policy is to provide guidance to non-IUCN staff when travelling on behalf of IUCN.
Is part of	IUCN Internal Control Policy Framework
Related Documents	IUCN Travel Policy and Procedures
Distribution	Available on the external IUCN website and Union Portal (intranet), referenced in IUCN's standard template consultancy agreement, and available on request.

Document History

Version 1.0	Drafted July 2018
Version 1.1	Released April 2019

For further information contact:
IUCN Contact Person

Table of Contents

Contents

I. Purpose and Principles

1. Purpose

The purpose of the IUCN Travel Policy and Procedures is to provide guidance to individuals whose travel is funded by IUCN Secretariat funds but who are not employees. This includes Commission members travelling using Commission Operating Funds (COF), invitees to meetings, as well as external consultants. The policy encourages environmental accountability, cost effectiveness and fiscal responsibility, and that health, safety, and security concerns are met.

2. Definition of terms

IUCN Contact Person	The IUCN staff member responsible for instructing or inviting the Traveller. If the Traveller is a paid consultant, the IUCN Contact Person will be named in the consultancy agreement. For IUCN Commission members using Commission Operating Funds, the IUCN contact person is the relevant Commission Chair.
Traveller	The non-staff individual whose travel is funded by the IUCN Secretariat.

3. Requirement to travel

Travel should only be undertaken when explicitly approved by the IUCN Contact Person[1].

The IUCN Contact Person has the responsibility carefully to consider the need for travel and to consider alternatives such as using video or teleconferencing, combining trips and meetings, and reducing the overall number of attendees at any one meeting or event.

4. Environmental accountability

IUCN is committed to being an environmentally responsible and accountable organization and actively considers the consequences of its decisions, policies and actions on biodiversity, ecosystems and the people who depend on them.

As a result, Travellers and their IUCN Contact Person are encouraged to limit the amount of travel they undertake and travel in environmentally responsible ways in order to minimize the overall environmental footprint of the organization.

5. Cost effectiveness and fiscal responsibility

Travel must be cost effective. The Traveller and the IUCN Contact Person have the responsibility to plan cost effective missions including optimising the length of stay, the means of travel and travel related expenses.

6. Health, Safety and Security

Travellers are not required to travel to locations or use modes of transportation which are likely to endanger their safety or well-being. Travellers shall liaise with the IUCN Contact Person to assess the health, safety and security situation at all destinations before travelling.

If there is any doubt as to whether Travellers may be exposed to a high security or health risk they should not travel.

[1] The IUCN Contact Person may delegate this role to another IUCN Secretariat staff member (or Commission member for COF), who may therefore respond and approve on the Contact Person's behalf.

6.1. Security and Safety

Travellers are required to be familiar with relevant security information concerning their travel route and destination, and to take precautionary measures as appropriate. Such information can be found on most countries' Foreign Office websites, for example for the Swiss government, FDFA: https://www.eda.admin.ch/eda/en/home/representations-and-travel-advice.html

6.2. Health Warnings

Travellers are responsible for acting upon vaccination and immunisation requirements or recommendations and other health-related advice concerning their route and destination, which can usually also be found on Foreign Offices' websites (for example see 6.1 above). They must take note of the location, symptoms of, and preventative measures against any current epidemic or disease outbreak, including the risk of malaria.

6.3. Emergencies and Insurance

Travellers are responsible for having adequate insurance cover related to health and safety, delays, cancellations and other travel-related risks.

In case of an emergency, Travellers are responsible for contacting their travel insurance company and to make appropriate arrangements to deal with the emergency. IUCN's insurance policies do not cover non-employees.

Travellers who may require medical aid or medical evacuation during travel due to a pre-existing condition are responsible for disclosing such conditions to the IUCN Contact Person prior to departure.

II. Policy

1. Reimbursement Mechanisms

Transport and accommodation costs are reimbursed on the basis of actual costs incurred, whereas the cost of meals and ancillary costs are reimbursed on the basis of a Daily Subsistence Allowance (DSA).

In the event that local legislation treats DSA as taxable income, a Regional Director/Director of Outposted offices may opt to reimburse all expenses on the basis of actual expenditure incurred, as long as this does not exceed the allowed DSA rate. Travellers should contact their IUCN Contact Person for clarification if needed.

2. Transportation

The most appropriate means of transport should be selected, taking into consideration environmental, financial and time-related costs.

Travel by air is permitted only when the travel duration in one direction is over four hours by train or bus/coach, subject to security risks as stated in I.6 above and II.2.1d below.

Travel should normally begin and finish at the Traveller's usual place of residence.

2.1. Air travel

The choice of an air ticket should take into consideration:

a) The **route** – normally the most direct route should be taken, unless there are significant financial gains from taking an alternative route.

b) The **cost** – the best possible fare should be secured.

c) **Flexibility** – where travel dates are likely to change, e.g. as a result of changes to meeting dates, the ticket purchased should have the possibility of being changed without significant extra cost being incurred.

d) **Health and safety** – the time of arrival and departure, the reputation of an airline, and other health and safety factors should be taken into consideration, particularly in countries where security risk is high.

The above are in not in order of importance. The importance of each is left to the Traveller's and IUCN Contact Person's discretion.

Class of Travel

All travel must be by economy class, with the following exception:

Economy plus/premium class[2] is allowed for total flying time of over 8 hours.

Business and First class travel is not permitted.

Air miles

Travellers are permitted to accrue air miles for their personal use, but this must not be allowed to influence the selection of the flight/airline.

2.2. Sea, train, bus, and other public transportation

First class travel is authorized on sea, train, bus or other public transportation systems for travel durations exceeding two hours, or for shorter periods in countries where 2nd class travel is of a particularly low standard.

2.3. Taxi

Each traveller should endeavour to use public transportation whenever possible. If public transportation is not available, unsafe, or results in inefficient use of time, taxi fares incurred using regular taxis will be reimbursed. See Annex 1 for further guidance.

2.4. Car rental

Car rental may be authorised by the IUCN Contact Person prior to travel, if the trip or the location to be visited is such that the use of local public transportation or taxis is not feasible. Travellers should ensure that the car is rented from a cost-effective provider, prioritising safety, security, and fuel efficiency. The rental contract must include fully comprehensive insurance for the driver of the car. IUCN will cover the costs of car insurance and 3rd party drivers, where applicable. Cars should only be rented for the duration of work-related travel. Car rental is limited to small or medium sized cars unless the vehicle is to be shared by 3 or more people in which case other cost-effective options should be considered. Drivers are responsible for ensuring they have a valid driving licence.

3. Accommodation

Travellers will be reimbursed for the actual cost of accommodation. Reasonably priced, mid-range hotels, in a safe location, should be used where possible. Luxury hotels will not be reimbursed unless at a similar rate to reasonably priced, mid-range hotels or if it is required to stay in such a hotel for a specific event.

---

[2] Economy premium or the equivalent is provided on limited number of airlines, e.g. British Airways. Lufthansa, Air France and KLM and provides additional seating space. Due to the limited number of seats available in this class, early booking is required to ensure a reasonably priced ticket.

4. Daily Subsistence Allowance

The purpose of the Daily Subsistence Allowance (DSA) is to cover the cost of meals and certain ancillary costs.

The DSA is based on the per diem scale used by the UN[3]. The DSA rates are updated once a year.

The full DSA is given for each full calendar day of travel. For day trips, not requiring an overnight stay, actual costs are reimbursed.

In situations where meals are included with the cost of the hotel, or are provided during flights, or are provided through other means, e.g. workshops, meetings, representation by other parties, the amount of DSA claimed should be reduced on the basis of the following scale:

Breakfast	20%
Lunch	30%
Dinner	40%
Ancillary costs	10%

For trips requiring an overnight stay, for the day of departure and day of return, only the portion of the DSA from the time of departure or to the time of return may be claimed, subject to the above limitation regarding meals included in the flight/hotel/meeting. For example, if the time of departure is after breakfast but before lunch, then the 20% of DSA for breakfast may not be claimed for that day.

Ancillary costs

The following ancillary costs are covered by the DSA:

- Personal communication costs
- Cost of currency conversions
- Gratuities/tips
- Snacks and refreshments

5. Receipts

Travellers are required to obtain receipts for all items to be reimbursed, other than those items covered by the DSA. If it is not possible to obtain a receipt, reimbursement will be given in exceptional cases when written justification is provided.

6. Insurance

Travellers shall maintain at their own expense all relevant insurance, including health/medical insurance and travel insurance. If travel involves attendance of an event organised by IUCN Secretariat, relevant insurance may be provided, but it remains the Traveller's responsibility to verify whether this is the case.

Travellers are responsible for ensuring the safety of both IUCN property and their own, including cash, while on travel.

[3] The IUCN DSA is based on the UN per diem scale discounted by 15%.

III. Procedures

1. Prior to Travel

1.1. Planning and Authorisation

All IUCN-funded travel must be planned well in advance of the date of travel and authorised by the IUCN Contact Person. Advance planning and booking of airline tickets will result in the most competitive prices being secured. In the event that travel dates are likely to change, flexibility can be obtained by buying tickets which include options for change or cancellation. This approach is likely to be more cost effective than buying tickets at the “last minute”.

1.2. Booking

Authorised travel agents should normally be used for booking air travel. Travellers need to consult their IUCN Contact Person to determine what the relevant arrangements are in this respect.
In general, direct bookings via the internet are only allowed for air tickets costing CHF 500 or less. Before purchasing a ticket, alternative proposals should be obtained (different routings, airlines, timings etc.) so as to obtain the most economical fare. Air tickets must be booked a minimum of two weeks in advance unless IUCN requests travel at shorter notice than two weeks’.

Where credit cards are used to purchase tickets on-line, a printout of the payment details from the internet must be provided to support the expense claim.

2. After Travel

2.1. Travel Expense Claims

Expense claims must be submitted within 30 calendar days of the last day of travel for each trip, and in any case within 30 calendars days of the end of the contract, if applicable.

Travel expense claims must be submitted to and approved by the IUCN Contact Person.

Expenses should be recorded in the currency in which the expense was incurred. Expenses are translated to the currency of reimbursement (usually the operational currency of the office concerned) on the basis of the rate of exchange of the date the expense claim is made.

Expenses other than DSA must be supported by receipts. Receipts must be photocopied and attached to the Expense Claim.

2.2. Disallowed expenses

Expenses are subject to review by the IUCN Contact Person and the finance unit of the office concerned. In the event that any expenses are disallowed due to non-compliance with this policy the responsible finance officer will inform the Traveller of the disallowed expenses and the amount actually reimbursed within 30 days of receipt of the expense claim.