



CONSERVATION ASSURED | TIGER STANDARDS 2018-2022 BUSINESS PLAN

In 2013 Conservation Assured Tiger Standards (CA|TS) was launched with the aim to support the conservation and recovery of tiger populations by improving the management of the areas where tigers live. CA|TS is a set of expert derived best practice standards for the effective management of Tiger Conservation Areas (TCAs) that have a declared intention to conserve tigers. The CA|TS accreditation system is now adopted by almost all of the Tiger Range Countries and more than 50 TCAs have registered. Three TCAs have already reached Approved status. The challenge addressed in this Business Plan is how to run CA|TS effectively to enable the widening of its scope and implementation; with the ultimate goal of ensuring that a large suite of TCAs (over 150 by 2022) achieve the improvements required to enable them to meet the standard and contribute to the recovery of tigers in the wild.

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1. Executive Summary

Conservation Assured Tiger Standards

1. Tigers have suffered a 97% decline in population over the last hundred years. Today it is estimated there remain just 3,890 in the wild worldwide. In 2010 the governments of 13 Tiger Range Countries (TRCs) decided that innovative conservation efforts were needed to arrest this decline and they set a goal to double the number of wild tigers by 2022: this goal is known as Tx2.
2. The most fundamental and important strategy for tiger recovery is the protection and management of the places and habitats that can support tiger populations. These Tiger Conservation Areas (TCAs) are the backbone and building block for wild tiger conservation. Effective management of the TCAs is the single most essential step to halt the decline and allow the recovery of tigers.
3. Conservation Assured Tiger Standards (CA|TS) was launched in 2013 to motivate, mobilise and incentivise effective TCA management. CA|TS has grown to become a partnership between governments, institutions, intergovernmental and donor organisations, NGOs and TCAs. A set of best practice management standards (the CA|TS Standards) have been developed and agreed by a wide set of experts and stakeholders.
4. TCAs are invited to measure their management against these standards by registering with CA|TS; those which demonstrate effective management receive a CA|TS Approved status. By 2017, over 50 sites had registered with CA|TS and three sites have reached Approved status.
5. The process of registration, approval and updating the standards is overseen by the CA|TS Partnership with support from several internal bodies including the International Executive Team, National Committees and the CA|TS Management Team. The CA|TS Management Team is currently fully supported and hosted by WWF.
6. In 2017, it was recognised that if CA|TS is to reach its full ambitions, it will require a substantial change in its business operations to accommodate the change required for effective implementation. In response a team was hired to review the progress and design a business plan for the next five years.

2018-2022 CA|TS Business Plan

7. This business plan outlines the actions required for the successful implementation of the CA|TS from 2018-2022.
8. The business plan outlines a four-phase process, but focuses primarily on phase 2:
Phase 1: *Start-up* (completed).
Phase 2: *Implementation* (the main implementation phase).

Phase 3: Monitoring (this will be reached when most sites have met CA|TS and others are advancing towards reaching CA|TS Approved status. The main focus will be on monitoring CA|TS Approved TCAs to see if they are maintaining the standards and those moving towards CA|TS are making effective progress).

Phase 4: Advancement (this business plan focuses on the implementation phase of CA|TS and its effective running. It is however recognised that to be truly effective CA|TS needs to help TCAs find the support necessary to implement CA|TS. Phase 4 is thus an additional programme of CA|TS to provide support to the TCAs to help them improve management and maintain the CA|TS standards; the programme is currently in development and will be outlined in future CA|TS reports).

9. The mission, vision, goals and objectives for CA|TS have been revised. Furthermore, a target has been set for CA|TS to engage with at least 150 of the most important TCAs. These 150 should have committed to implement the standards by 2022.
10. The challenge of bringing the 150 TCAs up to the standards is however enormous and requires significant financial and human resources, and clarity over the benefits and advantages of becoming CA|TS Approved. This business plan addresses this challenge by describing the process to build:
 - A strong, credible and lean governance framework with the participation of all those involved in CA|TS (the CA|TS Partnership).
 - A strong CA|TS Management Team able to carry out its responsibilities.
 - The level of resourcing required for achieving the CA|TS goals and objectives.
11. To achieve this, the business plan outlines:
 - How to develop a programmatic approach in TCAs to achieve CA|TS, including the technical and resource capacity required to undertake the improvements needed to bring the 150 targeted TCAs up to the level of CA|TS.
 - How to provide a credible and effective monitoring and reporting function that meets the needs of a range of stakeholders.
12. It is recognised that to achieve the full implementation of CA|TS significantly more capacity will be required by TCAs. Thus a new approach (the Advancement Programme) is introduced which will aim to review options for the level of resourcing required for fully achieving the CA|TS goals and objectives.

2. Introduction

To recover after decades of catastrophic decline, wild tigers require safe havens to live and breed. In response, a partnership has developed between governments and conservation organisations to develop an innovative tool: Conservation Assured | Tiger Standards ... in short, CA|TS.

CA|TS accredits places where tigers live, particularly protected and conserved areas, against best practice standards to assure their conservation. By building capacity to meet the CA|TS standards, millions of hectares of tiger habitat are better placed to secure the recovery and expansion of wild tigers ... And so much more.

This CA|TS Business Plan has been developed to describe and give an overview of the governance, operational, financial, outreach, monitoring and reporting plans designed to achieve the goals and objectives of CA|TS.

Tigers have suffered a 95% decline in their range¹ and a subsequent 97% per cent decline in wild populations. In 2009 it was estimated there remained as few as 3,200 worldwide.² At the Kathmandu Global Tiger Workshop in that year more than 250 experts, scientists and government delegates from 13 Tiger Range Countries (TRCs) called for immediate action to save tigers before the species disappeared from the wild, citing the pressures from poaching for illegal wildlife trade, habitat loss and fragmentation and conflict with humans. At a subsequent meeting of the TRCs in St Petersburg in 2010, the so-called 'Tiger Summit', a Declaration was signed committing to a target to double tiger numbers (known as Tx2) by the time of the next 'Year of the Tiger' in 2022.³ This Declaration has in part been the foundation for a new movement to recover the global tiger population as fast as possible. By 2017, this initiative was showing some success as it was estimated there are about 3,890 tigers in the wild,⁴ although this figure may be a response to better monitoring as much as increased populations.

It is widely agreed that the most fundamental and important strategy for tiger recovery is the protection and management of the places and habitats that can support tiger populations. The tiger is a solitary animal requiring a large area for its ecological function to sustain a healthy tiger population by allowing periodical genetic exchange among meta-populations. This requires connecting Tiger Conservation Areas (TCAs) as the backbone and building blocks for landscape-scale tiger conservation. Poor and ineffective management of these TCAs will lead to the further decline of the species. TCAs are most often designated protected areas but can include any areas managed and conserved with tiger conservation as a priority. At present, few TCAs are truly effective refuges for supporting viable populations of tigers and this has contributed to the catastrophic decline in their numbers. Concrete, measurable steps to improve management effectiveness in TCAs are needed if tigers are not to become extinct in the wild.

Investment in the effective management of TCAs has been an important strategy for tiger conservation for many decades. Project Tiger, the first concerted effort to recover tigers in India, was founded on the need to provide safe havens through a network of tiger reserves. However, throughout much of the tiger's distribution, TCAs are far from effective and investment has been seriously lacking. Tigers have consequently been lost from vast areas of their potential range.

What is CA|TS?

Conservation Assured (CA) is a new conservation tool to set standards for effective management of target species. CA fulfils the requirement for protected area management effectiveness in international agreements such as the Convention on Biological Diversity's (CBD) Programme of Work on Protected Areas and aims to help national governments, and their partners in conservation, to meet the CBD's Strategic Plan for Biodiversity. CA is also linked to, and partnered in, the development of IUCN's Green List of Protected and Conserved Areas (the 'Green List'), an initiative to encourage, measure and share the success of protected areas in reaching good standards of management.



The first species-specific CA standards are for the tiger. In 2011 Conservation Assured | Tiger Standards (CA|TS), a partnership between TRCs, NGOs and TCAs began a process to build on existing knowledge of protected area and wild tiger conservation to define and implement area-based best practice management standards with the aim of providing the safe havens for wild tigers needed to achieve Tx2.

Achievements so far

The development of a strategy and process for creating CA|TS began in 2011. A Management Team was created to begin the roll-out with the aim to first gain wider understanding and recognition of CA|TS and then recruit the first set of National Committees, reviewers, an International Executive Committee and registered sites.

By 2015, CA|TS had defined expert-led standards which received broad-based support; developed a process for assessing and improving conservation effectiveness in TCAs; and obtained the commitment of seven Tiger Range Countries (TRCs) to apply the standards in their tiger habitats. At the time of writing over 50 of the targeted 150 TCAs across the TRCs have signed up to CA|TS.

The 1st CA|TS Global Consultation Meeting was held in 2015.⁵ The meeting was attended by representatives (government and NGO) from TRCs plus the Global Tiger Forum (GTF), United Nations Development Programme (UNDP) and International Union for the Conservation of Nature (IUCN). At this meeting it was decided that CA|TS should focus on a target of more than 150 priority TCAs to be either fully CA|TS Approved or well on the path to approval by 2022, and that this target represents a major step in delivering the Tx2 goal and wider tiger recovery aspirations. The discussions at this landmark meeting also concluded that to accelerate the rate of recruitment and the overall improvement of the priority TCAs, a new business plan for CA|TS was required and this business plan should be founded on a wider and stronger partnership of TCAs and organisations.

In May 2017, a meeting of potential support partners was held to discuss the potential for wider and more effective participation in CA|TS.⁶ Fifteen leading global NGOs and expert agencies, working on protected areas and tiger conservation, met to develop the CA|TS Support Group. This partnership is further defined in this business plan together with a revised governance structure. By the end of 2017 the final governance structure, the CA|TS Council, was formally in place.

Strategic Framework for CA|TS (2018 – 2022)

With the mission, vision, goal, objectives and targets (see table 2.1) in mind, this business plan addresses:

- How to build on the achievement of CA|Ts to date to create:
 - a strong, credible and lean governance framework with the participation of all those involved in CA|TS (the CA|TS Partnership)
 - an effective, efficient and strong CA|TS Management Team able to carry out its responsibilities.
- How to achieve rigorous delivery of programmes in TCAs to achieve CA|TS, including the technical and resource capacity required to undertake the improvements needed to bring the 150 targeted TCAs up to the level of CA|TS.
- How to provide a credible and effective monitoring and reporting function that meets the needs of a range of stakeholders.
- The level of resourcing required for achieving the CA|TS goals and objectives.

Table 2.1: Mission, Vision, Goals, Objectives and Targets of CA|TS

Mission

Securing safe havens for wild tigers

Vision

Wild tigers have spaces to live and breed safe from threat resulting in increased populations and recovery of range

Goals

- Adoption and implementation of CA|TS Standards ensures tiger habitats are effectively conserved, well-managed and ecologically connected to maintain, secure and recover viable populations.
- CA|TS demonstrates and promotes best practice in protected area management in Asia.

Objectives

- Develop expert-led CA|TS criteria and accreditation processes which are credible and scientifically relevant and linked with associated conservation standards (e.g. IUCN Green List).
- Register the world's most important tiger areas and develop programmes which mobilise support and capacity for management in order to help these areas meet the CA|TS criteria.
- Establish linkages with global conservation agencies, government agencies / institutions to build capacity and mobilise resources and promote best practices.

Targets by 2022

- More than 150 TCAs are registered and well on their way to CA|TS Approved.
- All TRCs are actively involved in CA|TS.
- A funding mechanism to support the improvement of registered TCAs is in place.

3. Operational Strategies and Processes

Operational Development Phases and Programmes

The operational development of CA|TS is conceived in three phases plus a support programme to help TCAs reach the CA|TS Standards as fast as possible. The progress and learning of the Start-up Phase (now completed) was used to develop the plans for the remaining two phases. These phases and a new programme of support form the basis for this business plan.

1. Start-up Phase

The Start-up Phase of CA|TS began in 2011 and ended in 2017. The standards, governance structures, accreditation process, field tests, expert and stakeholder consultation and the first registration and accreditation of TCAs were all conducted during this phase. This phase also coincided with the start-up phase of IUCN's Green List and therefore provided an opportunity to co-create the two related systems.

By 2017, CA|TS operational development had advanced sufficiently so that many of the key challenges were solved and the concept of CA|TS was broadly tested. CA|TS is now ready to begin a more confident expansion to increase its impact and achieve its mission.

2. Implementation Phase

This is the current phase for CA|TS. During this period, the scope of CA|TS will extend to an increasing number of TCAs until the point that all candidate TCAs are registered under CA|TS. By 2022, the target is to have reached at least 150 TCAs as CA|TS Approved or in a few cases, where major site improvements are needed, moving close to Approved status. This expansion will bring new strains on the operational infrastructure of CA|TS and therefore, this business plan aims to identify those parameters and describe appropriate solutions. The main purpose of this phase is to increase the number of sites that register for CA|TS and ultimately reach the CA|TS standards (i.e. become CA|TS Approved). Operations, therefore, are focused on ensuring this service is effectively delivered. Another important task will be to highlight sites which have reached the standards and show the success of CA|TS in securing wild tigers. Direct technical and financial support to the TCAs to help them improve their management to reach the CA|TS Standards will be opportunistic and provided by the governments and Support Group members where possible.

3. Monitoring Phase

At the point when most of the TCAs have already been accredited and the few that are not are moving effectively to the path of accreditation, CA|TS activities will focus primarily on the re-assessment of TCAs and maintaining the CA|TS Standards and best-practices across the CA|TS Partnership. For TCAs that are yet to achieve CA|TS Approved status, improvements plans will be in place and the

focus will be on ensuring actions are being implemented. It is likely that once CA|TS has reached this point, an evaluation of CA|TS will be made to test its further relevance and efficiency. As TCAs reach the standards and maintain them, it may not be efficient just to run CA|TS as a tool to incentivise improved TCA management past this point, but also to build an effective tiger conservation strategy for the future.

4. Advancement Programme

This business plan will present, for the first time, a new programme of CA|TS that will go further than providing an accreditation process but will also actively support the advancement of the TCAs towards meeting the CA|TS Standards. This, in turn, takes CA|TS into a new business model and will require significant adjustments in the way that it operates. During the Implementation Phase, CA|TS will aim to mobilise support to the TCAs that need funds or technical advice to reach the standards but this will be on an opportunistic basis. Minimal capacity is therefore, planned for this support under the daily operations of CA|TS. However, during the Start-up Phase, it was recognised that many TCAs need a great deal of support if they are to reach the standards. Providing support will therefore not only increase the impact of CA|TS but will provide a very significant incentive for TCAs to register for CA|TS.

A structured and deliberate booster programme of support, the Advancement Programme has therefore been conceived to be launched within the Implementation Phase. The aim of this programme is to incentivise the enrolment of sites and boost the rapid advancement of TCAs to the required CA|TS Standards. This programme will have very specific operational requirements and is thus only introduced in this business plan, which focuses rather on the implementation of CA|TS.

Implementation Phase: overview of current capabilities and future needs

The scale of activity managed by CA|TS during the Implementation Phase will increase greatly over the coming years if the objectives and targets for this period are to be met. In order to be able to manage this activity effectively it will be necessary to build on the current established capabilities to achieve:

- A strong, credible and lean governance framework with the participation of TRC governments, experts and Support Groups (the CA|TS Partnership).
- An effective and efficient CA|TS Management Team able to fulfil its responsibilities, including managing CA|TS registrations and approvals, acting as secretariat to the International Executive Committee (Int Exe Comm), partners, communications and outreach, monitoring and reporting.
- Rigorous support to registered TCAs to undertake the improvements needed to bring the 150 targeted TCAs up to the level of CA|TS Approved. This is called the CA|TS Advancement Programme.

This section of the plan considers the CA|TS capabilities that are already in place and resourced and those which will need to be added or improved for the above actions to be achieved. Figure 3.1 summarises the core processes and sub-processes which are needed for CA|TS to be successful.

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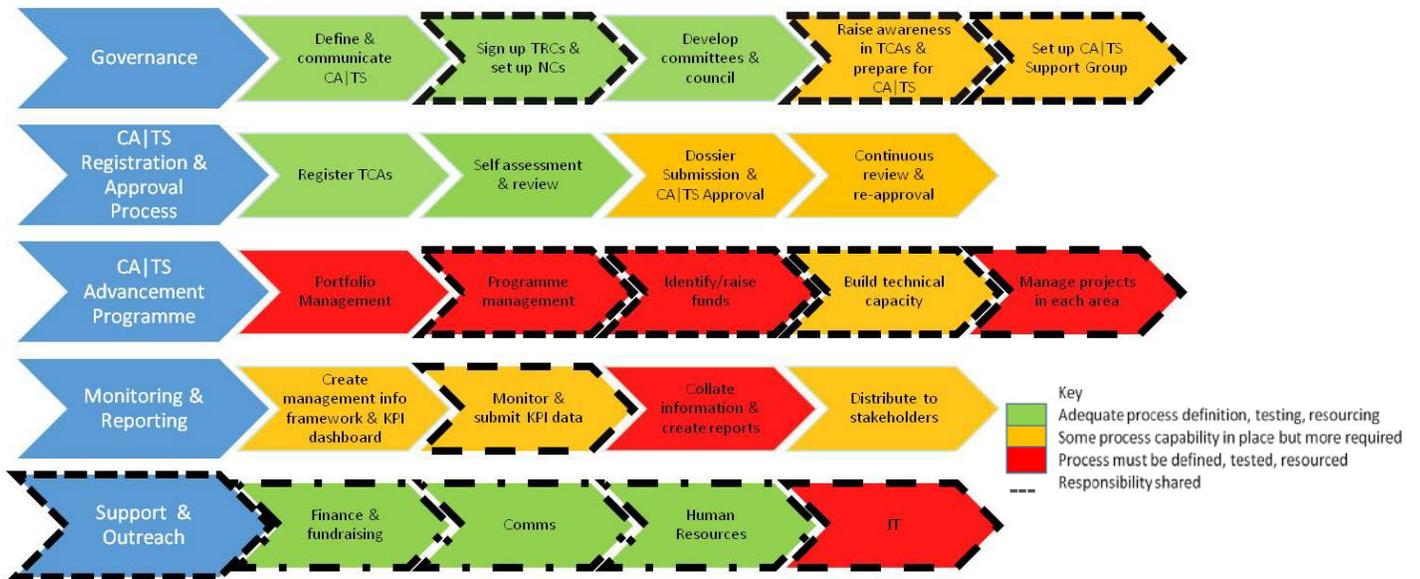


Figure 3.1: CA|TS processes, sub-processes, resourcing and operational readiness

The shading and borders of the sub-processes in figure 3.1 have the following significance:

- Colour shading:** The sub-processes coloured green have already been put in place, tested and are resourced. Those shaded amber are partially in place and resourced. Those shaded red are yet to be developed and/or resourced.
- Borders:** CA|TS works with partners (governments, TCA agencies, NGOs, etc.) in achieving its objectives. The sub-processes without a border are considered to be the responsibility of the CA|TS Management Team along with National Committees (NCs), CA|TS Council and Int Exe Comm to operate. Those with a dotted black border are considered to be a shared responsibility between the CA|TS Partnership including the CA|TS Support Group.

Summary description of the five core processes and the improvements required

Below we provide a brief description, overview of the current status and enhancements required for each of the five major processes.

- Governance:** Much of the governance required for CA|TS to be successful in achieving its long-term goals is in place and functioning: the Int Exe Comm, a number of NCs, CA|TS Council and the CA|TS Support Group have been established and are functioning. Some enhancements are required in these areas but the main challenge going forward relates to the additional governance capabilities that must be added in order to achieve the readiness to manage the execution of the Advancement Programme in the TCAs. This will require the CA|TS Partnership to have strong funding, technical and implementation capabilities and to be integrated into the decision-making and implementation frameworks. The plans for achieving this are described in the next section.

2. **CA|TS Registration and Approval Processes:** The standards and criteria and the Registration and Approval processes are set out in the CA|TS Manual and an overview is provided in Appendix 1. Again good progress has been made here in defining, testing and implementing these processes on the ground. The two areas needing further work are creating more streamlined workflows for these processes and refining the re-approval process.
3. **CA|TS Advancement Programme:** This is the collective process for funding and supporting the improvements required in each TCA to achieve the quality of management required by CA|TS. As already stated, the current approach of CA|TS in this area is primarily facilitative. This will not be adequate going forward given the objectives set for the period to 2022. In Section 5 plans are set out for a new portfolio, programme and project management framework designed to greatly strengthen the capability of CA|TS in delivery management to enable it to cope with the challenge ahead.
4. **Monitoring and Reporting:** CA|TS currently reports on progress to WWF and other stakeholders (e.g. Int Exe Comm) on an ad hoc basis. Going forward it is important that stakeholders (especially those funding the work) receive regular, reliable and relevant reports on progress. It is also important that the monitoring and reporting process is a minimal overhead both for TCAs and CA|TS Management Team to manage. In order to achieve this, a more streamlined IT enabled workflow is required. Plans for achieving this are discussed in Section 6.
5. **Support and Outreach:** To be successful CA|TS needs to have an effective and informative outreach programme to highlight the successes of sites taking part in CA|TS and the benefits of CA|TS to securing tigers in the wild. Currently CA|TS relies heavily on WWF support for finance, fundraising, communications and human resources. It is anticipated that this support will continue to be provided but that the level of support will need to increase, and, especially in relation to fundraising, require inputs from the Support Group. To date CA|TS has done little to create IT systems to enable its activities. Going forward it will need to create systems to support all of its processes. The plans for achieving these improvements are also summarised in Section 6. The CA|TS Partnership collectively will need to work on the benefits of CA|TS and bring out the good management practices and changes that evolve post CA|TS implementation. This has to be supported by TCA managers by making use of the CA|TS framework to inform management decisions through periodic assessment and outcomes. In addition to this, TCAs taking part in CA|TS may be at very different levels of management effectiveness and achievement due to issues such as period since establishment, resources available, level of management challenges, etc. It will thus take some areas longer than others to reach CA|TS Approved status. Progress made during this period should however be recognised and encouragement provided to continue working towards CA|TS Approved status. Similarly, in CA|TS Approved areas management will not remain static and improvements in effectiveness will be encouraged. It is proposed therefore to develop a system of CA|TS Certificates of Merit which are presented to areas which are deemed to be making progress in reaching the CA|TS criteria (for more information on the 'CA|TS Merit System' please see Appendix 6).

4. Governance and Operational Bodies

The need to enhance governance to meet quality and execution goals

The governance structure developed in the CA|TS Start-up Phase (as outlined in the CA|TS Manual versions 1.1 to 1.4) has been successfully meeting needs to date, particularly with regards to ensuring the quality and relevance of the CA|TS Standards and the processes for measuring performance against them.

As CA|TS enters the new phase of substantive programmes of implementation, enhancements to the governance framework are required to encompass the increasing focus on the execution of improvements in the TCAs, and the wider involvement of the newly formed Support Group. The enhanced governance structure is illustrated in figure 4.1 and described below.

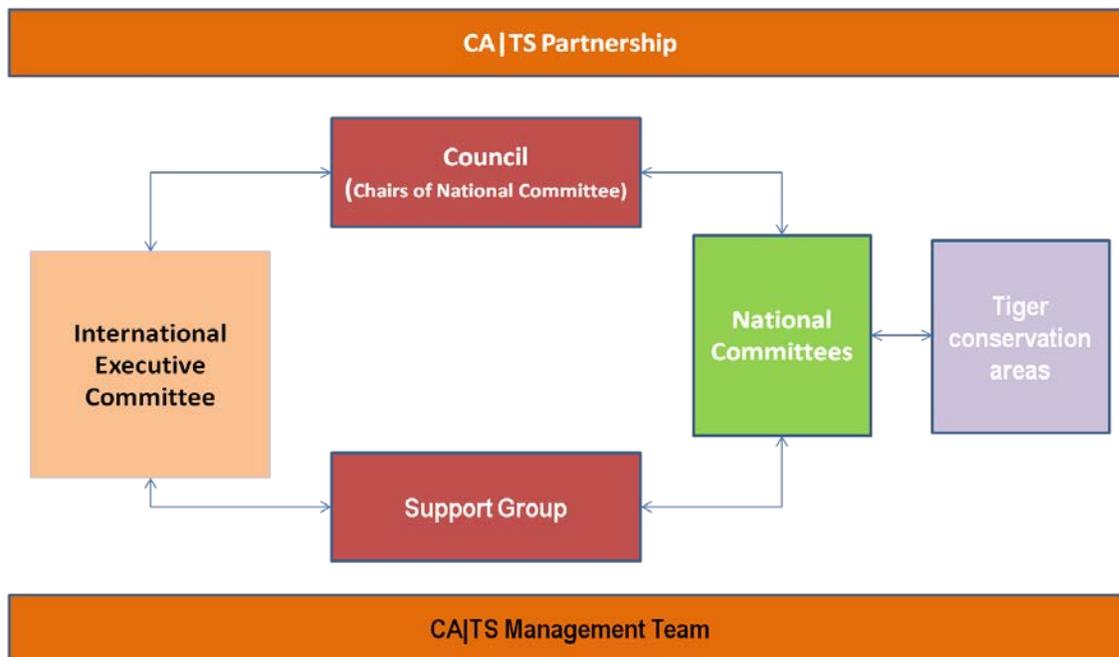


Figure 4.1: CA|TS Revised Governance Structure

CA|TS is headed by a broad partnership of organisations sitting in five distinct groups plus the TCAs:

1. The **CA|TS International Executive Committee** (Int Exe Comm) ensures the quality and equivalence of the CA|TS process; both of the CA|TS Standards as a means of measuring the performance of a TCA as a secure haven for wild tigers and the quality of the submissions made by TCAs seeking to be CA|TS Approved. (See Appendix 2.1 for CA|TS International Executive Committee TOR)

2. The **CA|TS Support Group** is made up of international NGOs, institutions, intergovernmental organisations, non-tiger range governments and donor organisations. Its role is to support, promote and implement CA|TS and to work closely with government agencies responsible for tiger conservation. (See Appendix 2.2 for CA|TS Support Group Agreement)
3. The **National Committees** (NCs) are being established in each TRC and are responsible for ensuring the quality and effective execution of CA|TS. They are responsible for promoting CA|TS in their jurisdiction and overseeing TCA participation including reviewing TCA Registrations and Approval Dossier submissions before recommending them to the Int Exe Comm for approval. They are also responsible for managing the programmes of improvement within the TCAs. At the time of writing, seven NCs have been established and are operational and a further three are planned to be established in 2018. The membership of the NCs comprises three constituencies:
 - Local independent experts in tiger management and TCAs whose focus is on ensuring the quality of TCA submissions.
 - Local Support Partner representatives whose focus is providing technical expertise and coordinating the effective execution of Improvement Programmes across the TCAs in the jurisdiction.
 - Government representation. (See Appendix 2.3 for CA|TS National Committee TOR)
4. The **CA|TS Council** is made up of the Chairs or appointed representatives of the NCs who run CA|TS at the national level. The CA|TS Council will ratify the Int Exe Comm and will have a representative on the Int Exe Comm with the aim of primarily reporting on cross-TRC issues and recommendations. (See Appendix 2.4 for CA|TS Council TOR)
5. The **CA|TS Management Team** supports the work of the whole CA|TS Partnership and acts as the Secretariat for the Int Exe Comm. It is responsible for the day-to-day management of CA|TS including communications and training to TRCs, NCs, the Support Group and TCAs and initiating and managing the portfolio of CA|TS activities (registration, self-assessments, action plans, execution programmes, approvals) as well as managing the process of standards development and review (e.g. the CA|TS Manual), managing monitoring and reporting to stakeholders.

At present, this team sits primarily in WWF's Tiger Team in the Singapore office and is supported by Equilibrium Research. The functions of the Management Team can potentially be expanded or hosted by any member of the CA|TS Partnership.

Global meeting of CA|TS

Every two years the CA|TS Management Team will aim to organise a global meeting of the CA|TS Partnership (see figure 4.1), to review the on-going implementation of CA|TS, set the direction of work for the coming years, help mobilise technical and financial resources for TCAs and celebrate progress. Decisions made at the meeting will be reviewed and approved by the Int Exe Comm before being operationalised.

5. CA|TS Advancement Programme

CA|TS will ultimately achieve its vision only if the improvements needed at TCA level to achieve CA|TS Approved status are achievable. Depending on the targeted level of ambition of the NCs and Support Partners up to 150 or more TCAs will need to make improvements. Each one will be required to undertake self-assessments, supported and reviewed by the NCs, Support Group and CA|TS Management Team, to identify 'gaps' between their current practices and the CA|TS criteria, and to prepare and execute an Advancement Plan to address these.

The current approach for working with TCAs is largely opportunistic. The CA|TS Management Team raises awareness of the scheme and assists countries to set up NCs; it is up to the NCs to register eligible TCAs and to find the resources needed to meet the obligations under the scheme. Once a TCA registers, the CA|TS Management Team will, on a site-by-site basis, provide facilitative support such as technical training. Progress is being made where there are good relations with TRCs and TCAs and the challenge is comparatively easy, but the speed of adoption is slow as many TCAs lack the resources to make the changes required. At the current rate of progress, it is estimated that by 2022 perhaps 122 TCAs will have registered and 48 will have been approved (see figure 5.1).

Country	National committee		TCAs	Sites Registered							TOTAL	Sites Approved							TOTAL	
	status	date set up		2015-16	2017	2018	2019	2020	2021	2022		2015-16	2017	2018	2019	2020	2021	2022		
Bangladesh	1	2015	3	3							3			1					1	
Bhutan	1	2016	10	3	4					4	11	1	1		2				4	
Cambodia	0	0	3		1					1	2								0	
China	1	2016	12		1	2				3	6	1	1						1	3
India	1	2015	70	10	5	50	5				70	2	3	5	5	5	5	8	28	
Indonesia	0	2017	17		1	2				3	6		1						1	
Lao	0	0	0								0								0	
Malaysia	1	2017	11		1	3				4	8		1						1	2
Myanmar	0	2018	5			1				1	2								0	
Nepal	1	2014	10	5							5	1	1		1				2	5
Russia	1	2015	26	3							3	1	1		1				3	
Thailand	0	2017	11		3					3	6			1					1	
Vietnam	0	0	1								0								0	
TOTAL	7	-	176	24	16	58	5			19	122	2	6	8	8	7	5	12	48	

Figure 5.1: Projected CA|TS registrations and approvals for TRCs 2015-2022 based on current approach. Note: countries highlighted in yellow do not currently have functional wild tiger populations; CA|TS only expects to work in Cambodia over the next few years where a major reintroduction plan is being implemented. The figures in red are predictions.

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A new approach to drive CA|TS

If the ambition is to achieve significantly more by 2022 and beyond then a new approach needs to be taken which is able to more pro-actively drive CA|TS Registration across all targeted TCAs, and the subsequent planning and implementing of the improvements needed to achieve approval. The proposed approach, the CA|TS Advancement Programme, contains two essential elements:

1. **A fund or financing system for supporting and incentivising TRCs** to execute the CA|TS standards in each of their respective TCAs
2. **A professional portfolio, programme and project management structure** with clear roles and responsibilities, adequate finances and working to defined targets and timescales

This approach can secure a much more robust execution of the CA|TS vision. The financial resources offered would ensure the great majority of TCAs would be properly incentivised to participate. Programmes would be designed to drive 'Leagues' of TCAs through the CA|TS process (e.g. registration, self-assessment and action planning, action plan delivery, and approval submissions).

Figure 5.2 proposes a timeline for such an approach (see Appendix 1 and the CA|TS Manual for details of the CA|TS assessment process), and in particular has an early focus on:

- Establishing **NCs** in all TRCs by mid-2018
- Working with NCs to ensure most TCAs are **registered** in 2018
- **TRC Implementation Plans** developed by 2018

Achieving these goals will set the foundations for making the improvements within many of the TCAs by 2022.

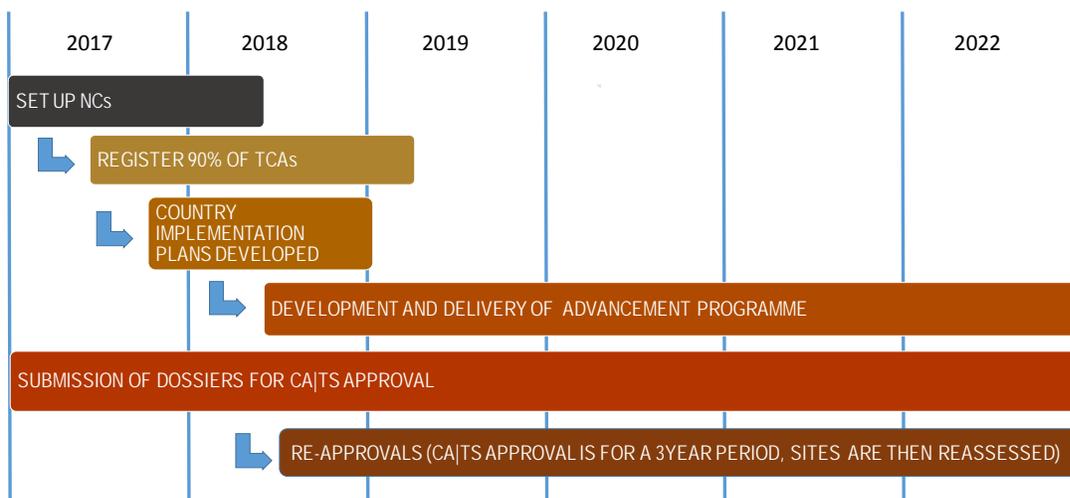


Figure 5.2: Outline timeline for a portfolio, programme and project approach to CA|TS development

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Portfolio, programme, project management framework

The anticipated level of activity to be managed (both in terms of numbers of programmes/projects and in terms of budgets) is substantial, and the complexities involved (multi-country, multi-agency, multi-language) are considerable. A professional approach to portfolio and programme management (figure 5.3) will ensure not just more rapid, but also higher quality delivery. The approach would engender a greater sense of urgency, belonging, excitement and achievement. Above all, it will give CA|TS much stronger capacity to deliver on its goals. Figure 5.4 below illustrates the workflow applying these roles and responsibilities to the planning, funding and execution of CA|TS Action Plan programmes.

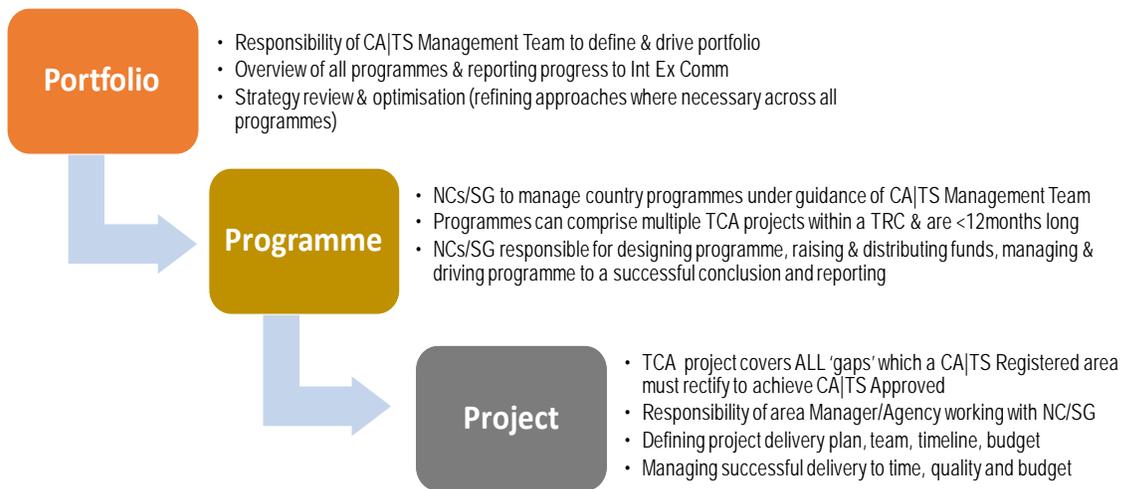


Figure 5.3: Proposed PPPM framework for executing the Advancement Programme

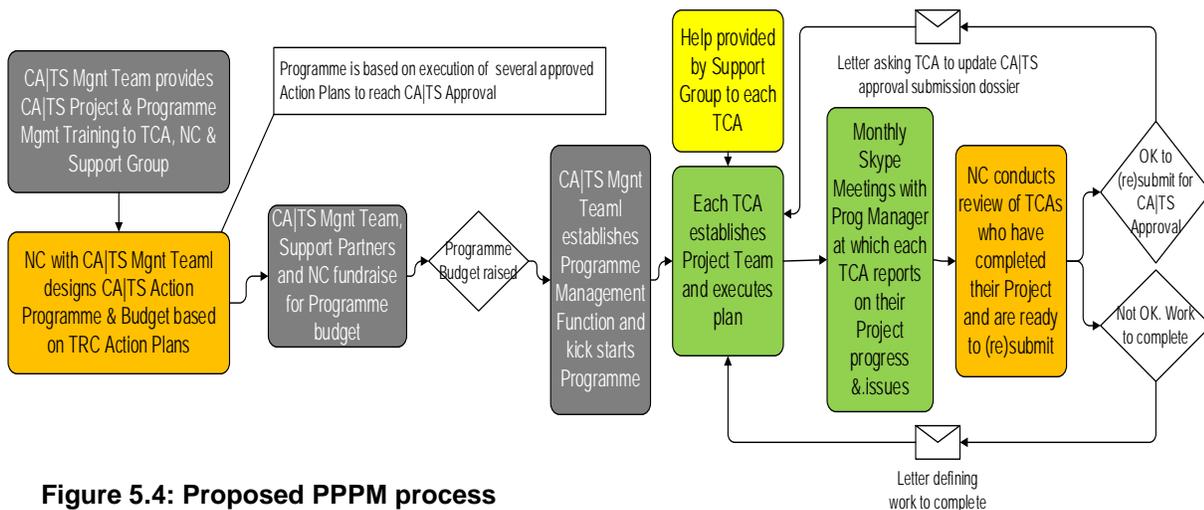


Figure 5.4: Proposed PPPM process

6. Monitoring and Reporting

Summary requirements

To date CA|TS has been reporting adequately on an as needed basis. Going forward, as the level of funding and activity rises, the pressure to produce regular and reliable internal management information and external reports to a variety of stakeholders will grow. In this section we explain what is required both as internal management information, and as a dashboard for external reporting, and how this needs to be delivered.

Figure 6.1 summarises the key stakeholder groups, their information and reporting requirements and the likely required frequency of these. These requirements fall into two categories which need to be treated separately: 1) Management information requirements; 2) External reporting.

CA TS Management Team	<ul style="list-style-type: none"> Requires comprehensive management information on all aspects of its operations. DAILY
CA TS International Executive Committee	<ul style="list-style-type: none"> Need to know detailed progress being made at TRC and TCA level, and in the programmes being run by CA TS and the SG . SIX MONTHLY
WWF	<ul style="list-style-type: none"> Need to know CA TS money well spent and good progress being made. MONTHLY
TRC governments	<ul style="list-style-type: none"> Need to know CA TS strategy is working and to report on progress to CBD, GTF etc. YEARLY
CA TS Partnership	<ul style="list-style-type: none"> Need detailed reports on progress at the TRC and TCA level. QUARTERLY
CA TS Council or TRC Agency level	<ul style="list-style-type: none"> Need to see how they are doing compared to others and report to GTF. QUARTERLY
Donor Community	<ul style="list-style-type: none"> Need to know money is being well spent and that CA TS areas making good progress. AS REQUIRED IN REPORTING CYCLE
Global conservation community and supporters of tiger conservation	<ul style="list-style-type: none"> Need to see impact of CA TS on wild tiger conservation. YEARLY

Figure 6.1: Who are the stakeholders and what are their reporting needs?

Management information

The CA|TS Management Team needs to maintain records of all of the activities which they are managing (in relation to the Int Exe Comm, CA|TS Council, TRCs, NCs, TCAs, Support Group, etc.), and to be able to access this easily at any time. Detailed management information requirements and suggested roles and responsibilities are set out in Appendix 3. Today the team uses Microsoft Office, email and an online filing system to undertake its work. Given the complexity of the stakeholder environment, the management of

this information and related communications is fast becoming a full-time job. A strong information management system, and the capacity to manage it, will be required to enable this to be undertaken in a consistent and, as far as possible, automated way. The following section outlines options on how to provide this.

External reporting

For external reporting CA|TS needs to develop a succinct 'dashboard' of Key Performance Indicators (KPIs) which provides the CA|TS Partnership with an easy to understand overview of progress (see Figure 6.2). Figure 6.3 at the end of this section provides an indication of the metrics which might be included in the dashboard. The RAG status (red/amber/green) provides an easy way to scan which metrics are below target (red), near target (amber) or above target (green).

Dashboard approach

- One option is to use the balanced scorecard approach (see www.balancedscorecard.org) to align activities to the vision and strategy, improve internal and external communications and monitor performance against strategic goals.

The KPIs for a balanced scorecard should be selected to:

- Provide an objective way to see if strategy is working: To do this it should combine 'lead' indicators (measuring the things it is believed have to be done (alignment to the CA|TS criteria) to achieve the outcomes desired and 'lag' indicators (that measure the outcomes, e.g. progress towards Tx2)
- Focus attention on what matters most to success: Limit the number of KPIs to 10-12
- Provide a baseline that gauges performance change over time
- Provide a common language for communication
- Are able to be measured, valid and measure the right things
- Are verifiable and ensure data collection accuracy

Figure 6.2: Balanced score approach for monitoring and reporting system

A number of steps need to be taken to put in place an effective CA|TS dashboard system:

- Agree reporting approach and requirements to meet the range of stakeholders.
- Identify current monitoring and reporting capabilities and practical opportunities for improving these over time within CA|TS, TCAs, the Support Group and other sources of data (e.g. GTF global stocktaking).
- Execute online dashboard monitoring and reporting system in two stages:
 - Short to medium term: Create an online reporting tool with workflow for inputting and checking data and generating common reports based on current capabilities.
 - Over time: Continuously improve capability including data relevance and quality, and reduce manual effort.

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LEAD INDICATORS	Target date	Start date	End date	RAG status
	<i>Dec 2017</i>	<i>Jan-17</i>	<i>End 2017</i>	
NCs established	11	7	9	
CA TS Registration	<i>June 18</i>	<i>last reporting date Jan 17</i>	<i>this reporting date Jun 2017</i>	
TCAs registered	75	42	52	
CA TS Self Assessments & Action Plans Complete	<i>Dec 2018</i>	<i>last reporting date Jan 17</i>	<i>this reporting date Jun 2017</i>	
Dossiers complete	75	16	24	
Funding raised (\$k) for CA TS Action Plan Programmes	<i>Dec 2022</i>	<i>Last reporting date Jan 17</i>	<i>This reporting date Jun 2017</i>	
TOTAL	\$54,000	\$11,000	\$15,000	
Action Plan implementation projects in hand	<i>Dec 2018</i>	<i>Last reporting date Jan 17</i>	<i>This reporting date Jun 2017</i>	
Total projects in hand	75	13	27	
CA TS Approvals achieved	<i>Dec 2018</i>	<i>Last reporting date Jan 17</i>	<i>This reporting date Jun 2017</i>	
Total CA TS Approval	52	14	23	
LAG INDICATORS	Target 2022 TX2	Start 2017	End 2018	RAG status
Tiger Numbers	400	270	293	
Breeding females	30	27		
Poaching incidents reported	0	3		
Retaliatory tiger killing	0	0		
Human injury reports	0	0		

Figure 6.3: Draft example of how a KPI for CA|TS Dashboard could look. **NOTE: this is not real data**

7. CA|TS Operational Management Costs – Implementation and Monitoring Phases

Introduction

CA|TS comprises two main operational elements:

1. **CA|TS Operational Management:** This includes the management of the governance bodies and the approval process, data and information management, communications and outreach and fundraising (for operational costs)
2. **CA|TS Advancement Programme:** Undertaking and maintaining improvements to the TCAs.

The first of these elements is discussed below and a budget forecast (table 7.1) is provided at the end of the section. The second element is discussed in Section 8.

1. CA|TS Management Team

Vital elements required for managing CA|TS include governance, planning, integration, implementation, finances and capacity. The NCs, site management agency and the Support Group in each TRC (or in some cases TCA) will need to work closely together. The role of the CA|TS Management Team is primarily coordination; where funding is routed through it or jointly raised then specific roles will be defined. It is expected that the CA|TS Support Group will increasingly provide greater contributions to the CA|TS management by sharing responsibilities and services.

Recruiting and managing the registration of TCAs and the process to Approval including follow-up is the key role of the CA|TS Management Team. To manage this effectively the Team will need to develop its portfolio management work. As CA|TS rolls out across TRCs the Team will work closely with the respective NCs and designated agencies and site managers to provide all technical inputs towards the Registration, review and Approval process of CA|TS sites. It is anticipated that the level of work will increase. The main tasks in terms of Portfolio Management will involve:

- **TCA Database Management:** With more countries rolling out CA|TS across the TRCs and the target of 150+ sites in the CA|TS portfolio, a site database will be needed to keep track of site-based actions and to aid efficient reporting to the CA|TS Partnership. Details of the sort of information base required are set out in Appendix 2.
- **Portfolio Update and Revision:** Portfolio update and revision is one of the most important steps in portfolio management. The CA|TS Management Team will need to constantly monitor and review the progress according to the objectives and vision of CA|TS. The Team will have to assess the performance of the portfolio periodically to match the output with objectives and minimise the risk. This will provide feedback to improve the quality of the portfolio management process on a continuing basis

The CA|TS Management Team is currently headed by the CA|TS Partnership Manager hosted by WWF; plans are to increase this capacity in 2018 with a Deputy Manager. For the foreseeable future

the workload will be manageable by the CA|TS Manager and Deputy. However, once the Implementation Phase is underway at least one full time CA|TS Portfolio Manager will be required. Additional support (around 5-10 days per month) is also provided by external experts and the Chair of the CA|TS Int Exe Comm.

2. Coordination of National Committees (NCs) and reviewers

A considerable amount of the capacity to lead and manage the national and TCA level operations will be required from each TRC. This will need to be funded as and when NCs are set up, sites registered and programmes designed and funded. The role of the NC and country agencies is crucial for successful project management. The CA|TS process is designed to be run nationally through the NCs, and to be overseen by the CA|TS Council which is made up of representatives from each NC. NCs are responsible for the site assessment, follow-up actions and approvals executed through the NCs (in some cases these committees may be supported by national consultants). A cadre of CA|TS reviewers is being developed who will be hired and coordinated by the NCs. The Support Group will be the main catalyst in assisting TCAs and NCs in filling the gaps in management and mobilising the resources required. The CA|TS Management Team will work with the CA|TS Council, NCs and reviewers, providing coordination, tracking site progress and providing technical inputs as and when needed.

3. Partnership Coordination

Meetings and focussed training and capacity building proved to be effective strategies during the CA|TS Set-up Phase in terms of bringing countries into the partnership (the 1st CA|TS Global Consultation Meeting in Bangkok, 2015), developing the CA|TS Support Group (Bangkok, 2017) and in developing shared practices and capacity across the NCs and Reviewers (Bogor, 2017). Presence at global meetings (e.g. Asia Parks Conference, World Parks Conference and meeting of the Conference of Parties of the Convention on Biodiversity) as well as tiger specific meetings such as the Ministerial Conference on Tiger Conservation have also been vital in developing understanding and interest in CA|TS and in providing opportunities for members of the CA|TS Partnership to meet. Future plans include at least one major CA|TS meeting every other year as well as regional/national training and capacity building for NCs and reviewers where required.

Meeting of the Int Exe Comm and Council are predominately virtual; however physical meetings will be arranged whenever opportunities arise. Meetings of the Support Group will also be arranged periodically, but these will be expected to be self-funded by members of the group.

4. Communications, outreach and IT

CA|TS will only succeed if communications and outreach are able to clearly illustrate the benefits to both wild tiger populations and the TCAs and TRCs actively taking part in the scheme. Effective communications will rely both on the collection of monitoring data to enable effective reporting and on communications and outreach demonstrating the benefits of CA|TS.

With more countries rolling out CA|TS across the TRCs a site database will need to be put in place to track progress and enable the Management Team to keep track of site-based actions and report to the CA|TS Partnership. Details of the sort of information base required are set out in Appendix 3 and the

outreach and communications strategies required to disseminate this information are outlined in Appendix 4. The following is a summary of the main areas of functionality required to support CA|TS activities; to date only the first two elements have been developed and the third is in the planning phase:

- 1. General communications:** This includes a website, Facebook page and newsletter to tell the world what CA|TS is and latest news plus specific CA|TS publications and papers. Outreach is also required at relevant meetings, conferences and within individual TRC.
- 2. Online community forum** where members can network, form interest groups, share ideas, ask questions, access key documentation, etc.
- 3. CA|TS document storage and automated workflows** with document upload and CA|TS Management Team/NC review function for: registration; self-assessment; independent review; dossier development; action plans; monitoring and reporting. System should enable collated reports for management information and generate the dashboard (see Section 6) for communication to stakeholders. The system should also include personal member space with login administered by the CA|TS Management Team for members from the Int Exe Comm, Registered TCAs, NCs, CA|TS Council and Support Group.

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Table 7.1: Draft five-year budget forecast for the Operational Management only of CA|TS: 2018-2022

CA TS Function	Budget Description	Budget FY18	5 Year Budget (FY18-FY22)
		(USD)	
CA TS Management Team	CA TS Partnership Manager, CA TS Deputy Manager, CA TS External Expertise, CA TS Chair, Hosting Office, Admin, Finance & Operations, Coordination & Field costs	201,000	1,005,000
National Committees (NCs) & reviewers' coordination	National Committees' expenses	10,000	50,000
	Reviewers' expenses	10,000	50,000
Partnership Coordination	CA TS Partnership meetings (once in 2 years)	25,000	50,000
	International Executive Committee & CA TS Council expenses	7,000	35,000
	Training & Capacity building	20,000	100,000
IT, Communication & Outreach	Communications	15,000	75,000
	IT (web site)	5,000	25,000
GRAND TOTAL		293,000	1,390,000

8. Financing the Advancement Programme

In 2017, the CA|TS Management Team launched a baseline assessment of the potential TCAs that may register for CA|TS. A summary of results of this rapid assessment published early in 2018⁷ provides an indication of the present status of the TCAs against the CA|TS Standards. Further detailed analysis of the results will help gauge the level of investment required to bring 150 or so TCAs up to the CA|TS Standards.

Figure 8.1 provides a projection of what implementation of CA|TS might look like under three scenarios.

- Given the current rate of implementation of CA|TS it may take at least another 15 years before 150+ TCAs would reach the desired CA|TS level.
- With the development of the Support Group committed to CA|TS the progress of registering sites under CA|TS should gain momentum, but it may still take up to 10 years to accomplish the target of involvement of the majority of TCAs in the standards.
- Whereas with the development of a **significant fundraising proposal (i.e. the Advancement Programme) it should be possible to rapidly increase implementation**, ensuring that 150+ TCAs are on to the path to CA|TS Approved status by 2022 and contributing to the Tx2 goal.

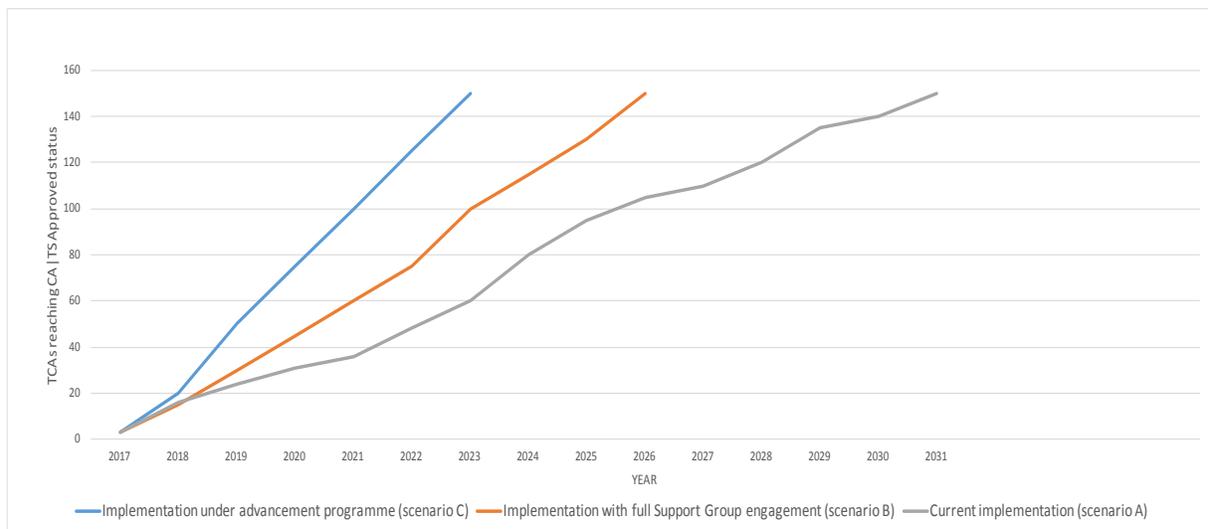


Figure 8.1: Possible progress of CA|TS under a range of growth scenarios

The objective of the Advancement Programme is therefore to boost the capacity of the TCAs to improve their management (as prescribed in the individual advancement plans for the TCAs). This will require a very significant investment of funds either by the tiger range government itself or from donor sources. The costs of managing this significantly increased portfolio will need to be included as

management costs in the financing plan. A new collective Fund to provide support to the TCAs is perhaps the best method for financing these needs.

The estimated costs for funding the improvement works in TCAs is being developed by the CA|TS Support Group along with this large-scale funding proposal. While achievements to date and this CA|TS Business Plan provide a strong foundation on which to build the running of CA|TS, the following key elements will be needed if fundraising at this level is to be successful:

1. The effective working of a strong coalition through the CA|TS Partnership and specifically the Support Group.
2. The consolidation of support from as many of the remaining TRCs as possible, as well as from relevant intergovernmental groups.
3. A rigorous costing analysis based on an objective assessment of the work that needs to be done on the ground at each TCA.
4. A fundraising capability supported by all the CA|TS Partnership.

This ambitious plan will help in achieving goals beyond tigers by using **CA|TS to assist in securing safe havens for wild tigers and by helping ensure a sustainable future for protected areas across Asia and all TRCs.**

9. Appendices

APPENDIX 1: The CA|TS Registration and Approval Processes

The CA|TS Registration and Approval processes have been developed and used now over several years and have been shown to work well. The elements developed include Registration, Self-Assessment, Action Planning, Independent Review, Dossier Submission and final CA|TS Approval. The one sub-process that to date has not been fully defined and tested is the continuous review and re-approval process. The workflows are described in detail in the CA|TS Manual and are summarised in the workflow diagrams below. Currently none of these processes have been put online, and this needs to happen in order to both achieve consistency of workflow and to reduce the manual effort required.

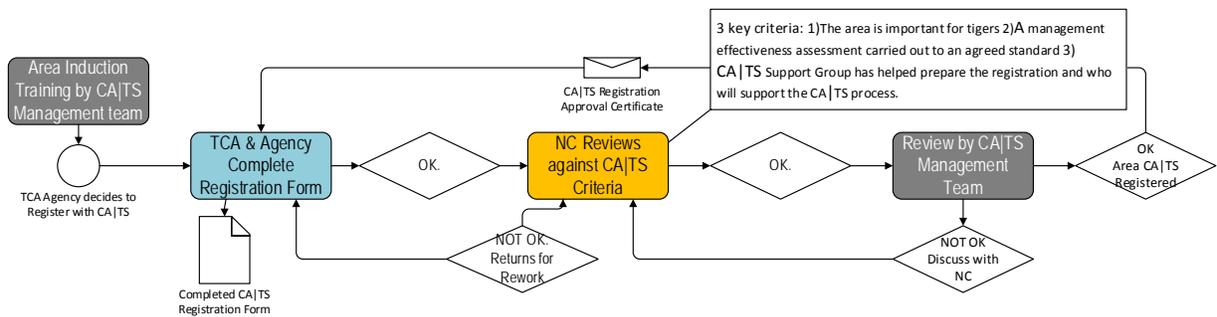


Figure 9.1: CA|TS registration process workflow

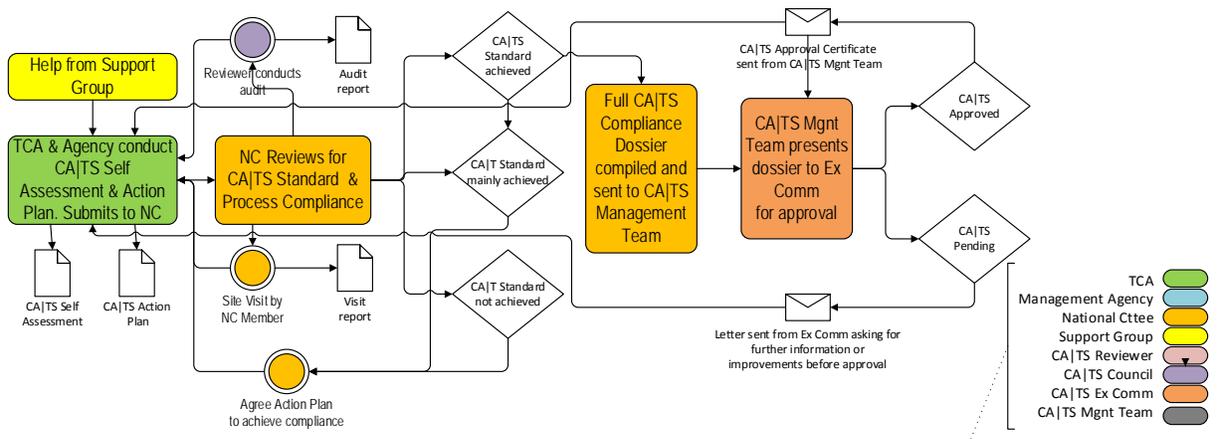


Figure 9.2: CA|TS approval process workflow

APPENDIX 2: CA|TS TORs and Agreements

Appendix 2.1: CA|TS International Executive Committee TOR (revised 2017)

Background

The CA|TS International Executive Committee is the decision-making body for CA|TS. Its primary function is to ensure CA|TS is an effective tool for wild tiger conservation and that CA|TS processes and approvals are equivalent across the tiger range.

Description of work

The main tasks of the International Executive Committee are to:

- Ensure CA|TS is effectively and efficiently delivered across tiger range countries.
- Ensure the CA|TS Standards and accreditation processes are credible and scientifically relevant.
- Make the final decision on an area's CA|TS Approved status, based on relevant documentation and recommendation from the relevant National Committee.
- Ensure the CA|TS system is linked to other protected area standards and management effectiveness systems (e.g. the IUCN Green List of Protected and Conserved Areas).
- Ensure the CA|TS Standards and CA|TS Manual have scientific rigour and aid the effective implementation of CA|TS; and are periodically reviewed and updated according to clearly stated processes.
- Promote the adoption of CA|TS by protected area and other area-based managers and recognition of CA|TS as a critical tool for the recovery and conservation of wild tigers.
- Oversee the implementation of any plans or recommendations, e.g. the CA|TS Business Plan, developed to further the effective running of CA|TS.
- Create additional sub-committees to undertake specific CA|TS processes if required.

Requirements for the International Executive Committee

The majority of the committee will be made up of international experts in protected area management effectiveness and tiger conservation. The makeup of the committee will include:

- *Governance bodies of CA|TS*: The Chair of the CA|TS Council; two representatives from the Support Group and the CA|TS Management Team host.
- *Official policy bodies related to tiger conservation and/or protected areas*: Global Tiger Forum, IUCN WCPA and SSC.
- *Thematic areas of expertise*: Including protected areas, protected areas management effectiveness, capacity building, standards, GLPCA (Green List) and social scientist.
- Members will act in an individual capacity and not represent affiliations (e.g. employer, institution).

- Members are expected to exercise independent judgement and reasonable care, skill and diligence when taking decisions.
- If disagreements arise between the members of the committee or they do not reach a clear conclusion the committee chair's decision will be final.
- The committee will be made up of a maximum of 15 people.
- Committee membership is by invitation (based on the agreement of the existing members) and is based on a voluntary and honorary principle.
- Members will be expected to have a good working knowledge of CA|TS, be prepared to attend relevant training courses/workshops on CA|TS when requested and be familiar with this TOR and abide to the CA|TS Confidentiality Statement.
- Members will be expected to commit to sit on the committee for at least two years.
- The working language of the committee is English.

Working structure of the International Executive Committee

- The committee will nominate and approve a chair and secretary to oversee the working of the committee. The choice of chair will be ratified by the CA|TS Council.
- The chair will chair all meetings and take final decisions (see above) when necessary. If the chair cannot be present for the meeting he/she will nominate a replacement in advance of the meeting.
- The secretary will liaise closely with the CA|TS Management Team to organise meetings, take minutes and disseminate all relevant materials to the International Executive Committee in a timely manner.
- The International Executive Committee is primarily a virtual entity holding meetings as required via WebEx or similar facilities.
- The committee will be considered a quorum if over 50% of the current membership is present at the meeting.
- Decisions should ideally be unanimous, but in the event of disagreement a two-thirds majority will suffice.
- The work of the committee is expected to take no more than 4-6 days per year. Representation by committee members can be delegated to nominated persons when necessary.
- All documentation relating to CA|TS and the committee's work will be available (and archived) on a password protected website such as Google Documents.
- Committee members will be expected to access and read relevant documentation before each meeting.
- Committee members are encouraged to send comments on documentation loaded onto the protected website and forward these to the CA|TS Management Team.

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- Committee meeting times will be agreed via consensus through facilities such as Doodle polls. Agendas will be disseminated before the meeting, minutes taken and sent for comment after the meeting, and approved at the start of each subsequent meeting.
- It is envisaged that the committee may meet occasionally, making the most of opportunities arising from international conservation meetings, etc. In this case any additional expenses occurred in relation to this meeting will be reimbursed through the CA|TS management body.
- The committee will be provided with periodic updates on CA|TS by the CA|TS Manager (who is responsible for maintaining the CA|TS database and field follow-up) to keep track of the processes and progress.
- Every two years members will be invited to renew their commitment to the committee by the chair; members can resign from the committee at any time by contacting the committee chair.
- Members absent from two calls and generally unresponsive will be contacted by the chair regarding continued participation in the committee.

International Executive Committee make-up represented by different capacities

Role	Current make up (March 2018)
Governance Bodies of CA TS	
CA TS Council Chair/Rep	Ugyen Penjor – representing Mr Phento Tshering
CA TS Support Group	Represented by several members indicated below by SG
Management Team host (Institution / Organization)	Mike Baltzer (SG)
Official Policy Bodies related to Tiger Conservation and / or Protected Areas	
GTF	SP Yadav (SG)
IUCN WCPA	Kathy MacKinnon (SG)
SSC	Mahendra Shrestha (SG)
Thematic Area of Expertise	
GLPCA (Green List)	James Hardcastle (SG)
PA Management Effectiveness	Marc Hockings (SG); VB Mathur
Protected Areas	Craig Bruce; Midori Paxton (SG)
Capacity building	Sugoto Roy (SG)
Tiger experts	Matt Linkie, Dale Miquelle
Standards	Sue Stolton (SG)
Social	Member to be invited
Observer	
CA TS Management Team (CA TS Partnership Manager)	MKS Pasha

Appendix 2.2: CA|TS Support Group Agreement

Overview of the Support Group

The CA|TS Support Group is made up of organisations and institutions committed to supporting, promoting and implementing CA|TS and to working closely with government agencies responsible for supporting tiger conservation.

- Membership of the Support Group is voluntary and open to any non-government organisations, institutions, intergovernmental organisations, non-tiger range governments and donor organisations committed to the aims of CA|TS.

Benefits of the Support Group

These include:

1. Being part of a group supporting effective management of tiger conservation areas through the implementation of CA|TS
2. Provision of a framework for cooperation and coordination in project designing, fund mobilisation, funding and monitoring of management activities
3. Provision of links to tiger conservation sites, e.g. for research, etc., beyond individual organisations' immediate operations

This document is intended to provide a framework for cooperation between those organisations that have volunteered to support the implementation of CA|TS and the effective management of sites for tiger conservation and recovery. It is intended to facilitate partnership and synergies between these organisations and is not intended to be legally binding or attempt to replace existing contracts, laws or related arrangements.

1. Purpose of the Support Group

The Support Group will work together towards ensuring safe havens for wild tigers by:

- 1.1. Enabling the effective management of critical tiger conservation areas
- 1.2. Supporting National Committees and tiger conservation areas to accelerate implementation of CA|TS
- 1.3. Mobilising resources for area-based conservation and coordination of CA|TS
- 1.4. Exchanging information on best practices on tiger conservation, including linkages with associated conservation standards (e.g. IUCN's Green List)
- 1.5. Undertaking advocacy and outreach on tiger conservation and CA|TS
- 1.6. Acting as ambassadors for CA|TS

1.7. Contributing to the further development of CA|TS

2. CA|TS Support Group responsibilities

2.1. Members of the Group commit to providing support towards the realisation of the CA|TS vision, goals and objectives and to assisting those areas seeking CA|TS Registration and Approval through some or all of the following means: technical support; capacity building; research; funding / resources; assessment; implementation; coordination and promotion.

2.2. Members of the Group commit to this Agreement and to the structures, standards and processes outlined in the most recent version of the CA|TS Manual available on the CA|TS website (www.conservationassured.org)

2.3. Members of the group will contribute to the periodic revision of the CA|TS Manual

2.4. Members are encouraged to contribute to the expenses of running CA|TS and cover their costs to attend meetings

3. Becoming part of the Support Group

3.1. Signatories of this Agreement will provide the CA|TS Management Team with a brief statement outlining their current or suggested contribution to CA|TS

3.2. A countersigned Agreement and welcome letter will be sent from the CA|TS Partnership as confirmation of membership of the CA|TS Support Group

3.3. Any member of the group wishing to resign from the Support Group should inform the CA|TS Partnership of their decision via an email to the CA|TS Manager

3.4. Should membership be terminated for any reason by the Support Group, a letter from the CA|TS Partnership will confirm the ending of the arrangement and the circumstances around the decision

4. CA|TS Management Team and the Support Group

The CA|TS Management Team will:

4.1. Ensure coordination between the whole CA|TS community, including the CA|TS Support Group, on CA|TS implementation

4.2. Provide technical support, e.g. materials and training, when necessary to aid Group members in implementing CA|TS

4.3. Regularly update members of the Group regarding developments and progress in CA|TS implementation

4.4. Provide a forum through which the Group will be able to share information and insights into improving delivery of tiger conservation

4.4. Organise virtual meetings of the Group at least once a year

4.5. Develop and manage an online database of CA|TS sites to enable coordination between site-based CA|TS activities

4.6. Invite the Group to contribute to all major activities of CA|TS including joint funding applications, large-scale analyses and publications related to CA|TS

4.7. Organise a Global Meeting of the CA|TS Partnership at least every two years. The meeting will aim to:

- Help set the agenda for wild tiger conservation, as it pertains to the critical role of effective protected areas
- Share experiences and challenges in implementing the CA|TS vision, goals and objectives, and develop solutions to address any challenges
- Align and partner CA|TS with other protected area and species conservation initiatives

5. Information exchange and confidentiality

During the term of this Agreement, the Group will exchange information as is reasonably required for each to perform the obligations made in the letter of agreement and also agree to conform to the CA|TS confidentiality statement.

6. Fundraising

The Support Group will as far as possible coordinate fundraising efforts for CA|TS. Any fundraising activity by the Group specifically for CA|TS will be shared with the whole Support Group.

7. Disputes

Any disputes should be resolved amicably within the Support Group.

8. Copyright

CA|TS complies with the principles of the Conservation Commons in regards to copyright (portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2004_REC_85_EN.pdf).

9. Logo and Publicity

9.1. The CA|TS logo is the primary brand for CA|TS.

9.2. Any mention of CA|TS by the Support Group (e.g. in publications, funding proposals, press releases) should acknowledge the role of the whole CA|TS Partnership in the implementation of CA|TS.

9.3. Any publication specifically about CA|TS should be circulated to the Int Exe Comm and CA|TS Partnership before for comment and should be approved by the Int Exe Comm Chair and Secretary before publication.

10. Acknowledgements

Contributions to CA|TS from the Support Group will be acknowledged in each version of the CA|TS Manual and on the CA|TS website, by display of the name and logo of the supporting organisation upon receipt by CA|TS Management Team of the logo and permission for use.

11. Representative

Each member of the CA|TS Support Group will designate a focal point to serve as the main contact with the CA|TS Management Team to facilitate communication and co-ordination.

12. New Support Group members

Prospective new members of the Support Group will be subject to review and agreement by the existing members of the group.

13. Period of agreement

The agreement shall commence on the date the Agreement is signed and will be reviewed and revised, as necessary, every five years on a rolling basis.

Appendix 2.3: CA|TS National Committee TOR

Background

The CA|TS National Committees (NCs) are responsible for the implementation of CA|TS within each individual tiger range country. Each country should only have one NC for implementing CA|TS and can be nationally or regionally based. NCs should ideally be linked to, or work closely with, other tiger specific processes within the country they are operating.

Description of work

NCs will work closely with members of the Support Group and the CA|TS Management Team in helping tiger conservation areas through the CA|TS process. The seven main tasks of an NC are to:

1. Register tiger conservation areas to become part of CA|TS.
2. Support CA|TS Registered sites to develop the dossiers which detail compliance against the CA|TS criteria.
3. Help sites, with the support group and CA|TS Management Team, to develop plans for improving site management where specific actions and/or improvements in site management are required.
4. Manage the compliance dossier independent review process.
5. Make recommendations regarding approval to the CA|TS International Executive Committee (see details below).
6. Provide the CA|TS Management Team with information and monitoring data regarding committee and site activities.
7. Approve the chair, or agreed representative of the chair, to sit on the CA|TS Council (see Council TOR).

The major task of the NC is to review the compliance dossiers submitted by CA|TS Registered sites. Specifically after submission of the compliance dossier, the NC should:

- Review the contents and assess each criteria against the criteria outlined in the CA|TS Manual (achieved, not achieved, etc.).
- Refer the submission back to the Support Group and tiger conservation area with recommendations for action if the CA|TS criteria have not been met.

- Organise an independent review of the CA|TS process in liaison with the CA|TS Management Team.
- Award provisional approval (to be confirmed by the International Executive Committee) – this may be subject to specific requirements and deadlines for additional actions needed to completely fulfil CA|TS if some standards are assessed as ‘mainly achieved’. Submit the compliance dossier (form F2 plus evidences) and CA|TS independent review findings (form F3) to the CA|TS Management Team (who will pass these on to the International Executive Committee for final approval to ensure continuity and uniformity across tiger range countries).
- Respond in a timely fashion to any queries from the International Executive Committee on decisions taken re CA|TS Approved status.
- Oversee implementation of any outstanding actions suggested in the CA|TS Approval decision process and report on these to the CA|TS Management Team and International Executive Committee when required.
- Remain vigilant of the CA|TS Approved areas and notify the CA|TS Management Team of any issues which could lead to changes of the CA|TS Approved status.
- Organise and oversee the renewal of CA|TS Approved status as required.

Requirements for a member of the National Committee

The committee should consist of members from a range of disciplines including knowledge of protected area networks, tiger conservation area management, tiger conservation and community development and relations. This expertise should come from a range of institutions, e.g. government, NGO, academia and civil society, with no one group dominating the make-up of the committee. In addition, members should:

- Be persons of good standing with the national conservation community.
- Be able to exercise independent judgement and reasonable care, skill and diligence when taking decisions.
- Have the respect of and close links to national conservation bodies both public and private.
- Have a good working knowledge of English.
- Have a good working knowledge of CA|TS and be prepared to attend relevant training courses/workshops on CA|TS when requested.
- Be familiar with and abide to this TOR and the CA|TS Confidentiality Statement.

Working structure of the National Committee

- The NC shall consist of a minimum of six people.
- The NC shall inform the CA|TS Management Team of all people sitting on the NC and their affiliations, their roles (e.g. the chair) and will inform the team of any changes in membership.

- Once formed the NC should appoint a chair. Chairs (or agreed representatives of the Chair) will automatically be part of the CA|TS Council who will ensure liaison between tiger range countries on CA|TS development and implementation.
- It is expected that at least one of the members of the NC will have a good knowledge of the CA|TS areas recommended for Approval. If this is not the case the NC may request one of the members to make a site visit before it is submitted for Approval. NC members will be expected to meet at maximum on a quarterly basis, although frequency may depend on the status of areas in the CA|TS process.
- NCs will be considered quorate if at least 80% of members are present.
- Committee members will be expected to produce concise minutes for each meeting held recording attendance, key decisions, actions, etc., which will be required as part of the independent review carried out before compliance dossiers are finalised. Ideally pictures of the meeting should also be taken.
- NC membership is based on a voluntary and honorary principle but expenses and reasonable costs will be reimbursed.

Appendix 2.4: CA|TS Council TOR

Description

The CA|TS Council is an advisory body of CA|TS. The primary purpose of the Council is to provide a formal process for liaison, coordination and discussion between the CA|TS National Committees and the CA|TS International Executive Committee, on which the chair of the Council will sit.

The position of CA|TS Council member does not have any formal requirements regarding outputs – rather the members will serve as goodwill representatives of both their governments and the broader CA|TS process. In doing so they will help generate political will and facilitate resource mobilisation for implementation of CA|TS whenever practicable.

The CA|TS Council will continue to grow an alliance with the Global Tiger Forum (GTF), which is already a Support Group member of CA|TS. The GTF is the only inter-governmental body working exclusively for the conservation of tigers in the wild.

The Council will provide a forum through which formal meetings and informal discussion to review national wild tiger conservation and CA|TS implementation can occur; allowing for better coordination, sharing of experiences, inputs and updates to the CA|TS Manual, etc.

The official language of work and for communication will be English.

Description of work

The function of the Council will in line with that of the CA|TS International Executive Committee, in that both are advisory bodies.

Specifically, the Council will help:

1. Advise and coordinate the CA|TS country planning within tiger range countries.
2. Share information and experience regarding progress and implementation across the tiger range countries.
3. Ensure the CA|TS Standards and the accreditation process remain credible and scientifically relevant.
4. Coordinate and promote CA|TS for transboundary sites with relevant countries.
5. Share and provide guidance for good management practices across the tiger range countries.
6. Collaborate with partner national-level organisations for effective implementation of CA|TS.
7. Ensure CA|TS is effectively and efficiently delivered across tiger range countries.
8. Support and provide guidance to vulnerable* or new sites which are on their path to achieve CA|TS Approved status.
9. Promote the adoption of CA|TS by site managers and recognition of CA|TS as a critical tool for the recovery and conservation of tigers.
10. Form its own rules of procedure** providing guidance for coordination of National Committees with the Council.
11. Liaise with the CA|TS Management Team, which will provide technical and financial support for CA|TS Council functioning.
12. Ratify the Chair of the CA|TS International Executive Committee, the nominee for which will be forwarded by the International Executive Committee.

Requirements for Council members

Membership of the CA|TS Council will be drawn from each of the individual CA|TS National Committees. Each Committee's chair (or nominated representative of the chair) will sit on the Council; committee members should periodically review their representative on the Council. Members will act in an individual capacity, representing their National Committee and their respective governments. Members are expected to exercise independent judgement and diligence in their work.

Working structure of the Council

- The CA|TS Council shall meet as and when required and at least once a year through the general assembly / global partnership meeting
- The Council will nominate and approve a Chair; the Chair will represent the Council on the CA|TS International Executive Committee. The Chair will be appointed for 2 years on rotation basis representing the National Committees of tiger range countries as laid down in the rule of procedures of the Council.

- The CA|TS Management Team will work with the Council Chair to organise meetings, take minutes and disseminate all relevant materials in a timely manner.
- Council members should report back to their respective National Committees on the Council's directives and work.
- The Chair of the Council is responsible for communicating updates and developments between the Council and the CA|TS International Executive Committee.

**Vulnerable – facing immediate threats that may impact the resident tiger population or its movement along the corridors.*

***The rule of procedure prepared in consultation with NCs and read in conjunction with the CA|TS Council ToR*

National Committee representatives / focal points as of 2018

Mr Gopal Prakash Bhattarai	Nepal
Mr Xu Tao	China
Mr Wanjun Xiao	China
Dr Sergey Aramilev	Russia
Mr Somasekar	India
Mr N. Verma	India
Mr Ugyen Penjor	Bhutan
Ms Kittiwadee	Thailand
Ms Umpornpimon	Thailand
Ms Norzanita binti Muhamad Muhktar	Malaysia
Mr Md Mahmudul hassan	Bangladesh
Mr Zin Win Tun	Myanmar

The selection of the Chair of the CA|TS Council will be in alphabetical order; as Bangladesh does not have a National Committee (as of March 2018) Bhutan was chosen as the first Chair of the CA|TS Council.

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APPENDIX 3: Management information requirements for CA|TS

Table 9.3: CA|TS management information system

Area of work	Description / notes	Management data / evidence	Who produces evidence	Who received evidence	Dashboard indicator
Registration Programme					
National Committees (NC)	10 NCs and one reintroduction committee set up in countries with functional wild tiger populations by 2017 ¹	National database and files of: <ol style="list-style-type: none"> i. Date committee established ii. Membership list (full name and affiliation) for each committee iii. Approved minutes of meetings 	CA TS Management Team based on information from the NC	WWF Tigers Alive (TA), Donors, CA TS Partnership	Target: Committees set up in all TRCs by end 2017 Indicator: Progress against target
Areas Registered	Steady increase in areas registered for CA TS. Rate of growth dependent on scenarios	Area database and files: <ol style="list-style-type: none"> i. Areas and dates registered with registration forms (form F1) attached ii. Copies of Registration certificate (and ideally photographs of presentations) iii. Six monthly PPT detailing areas produced for Int Exe Comm 	CA TS Management Team	WWF TA, Donors, CA TS Partnership	Target: Number of areas registered, showing a % increase each month to 2022 Indicator: % of progress against target in total and by country
Dossier/Action plan Programme					
Area Dossiers	Dossiers (F2 forms) being developed	Area database and files: <ol style="list-style-type: none"> i. Date work started on dossier 	CA TS Management Team collecting information from	WWF TA, Donors, CA TS Partnership	Target: Number of dossiers being developed Indicator: % of dossiers

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Area of work	Description / notes	Management data / evidence	Who produces evidence	Who received evidence	Dashboard indicator
		<ul style="list-style-type: none"> ii. Date of drafts received iii. Six-monthly updates on status of dossier iv. Details of independent reviewers v. Progress on CA TS pillars 	NCs		being worked on – in total and by country
Action Plans	Where necessary Action Plans produced based on dossier findings	Area database and files: <ul style="list-style-type: none"> i. Date Action Plan produced ii. Period of Action Plan (i.e. 1 year, 4 years, etc.) iii. Details of implementation iv. Milestones for implementation based on Action Plans 	Project partners	NCs, CA TS Management Team, WWF TA, Donors, CA TS Partnership	Target: Number of actions plans produced from dossier Indicator: % of action plans being worked on – in total and by country AND % of milestones completed – in total and by country
Funds Mobilised	Overview of funds generated for area based activities (grants, increases in govt budget, etc.) based on area CA TS plans	National database with details of funding to include: <ul style="list-style-type: none"> i. Details of area/s ii. Date of grant/govt budget iii. Period of funding iv. Amount in US\$ v. Additional information (funding proposal, etc.) if available 	CA TS Management Team collecting information from Support Group and NCs	WWF TA, Donors, CA TS Partnership	Target: Steady increase in funds generated Indicator: US\$ funds by TRC and area
Area Metrics	Key systems in place in each area, as indicators of effective management (we should be able to get baselines from	Area database with associated files of important area: <ul style="list-style-type: none"> i. Basic site data (name, area, WDPA no) ii. Site manager name 	CA TS Management Team collecting information from areas or partner projects	WWF TA, Donors, CA TS Partnership	Target: Targets to be based on CA TS Lite results Indicator: Annual assessment against baseline of CA TS Lite

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Area of work	Description / notes	Management data / evidence	Who produces evidence	Who received evidence	Dashboard indicator
	CA TS Lite): i. Site manager ii. Tiger Action Plan iii. Management plan iv. SMART implemented v. Tiger monitoring data	iii. Tiger Action Plan with implementation dates iv. Management Plan with implementation dates v. SMART reports vi. Tiger monitoring data			
CA TS Approved	Number of areas CA TS Approved	Area database and files: i. Date of independent review (and form) ii. Date of CA TS Approved (and forms) iii. Milestones for implementation based on Improvement Plans	CA TS Management Team	WWF TA, Donors, CA TS Partnership, Int Exe Comm	Target: A growing number of CA TS Approved areas ² Indicator: % of progress against target – in total and by country AND % of milestones completed – in total and by country
CA TS Merit (if concept approved)	Number of Merit certificates given	Area database and files: i. Area receiving Merit certificate ii. Date received iii. Reason for Merit			Target: Steady increase in certificates given Indicator: % growth of certificates given – in total and by country

¹ Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Malaysia, Myanmar, Nepal, Russia and Thailand

² There is no indicator on sites Approved as such an indicator would force CA|TS to focus on good sites [pointless] or could push sites too quickly to Approved status [counterproductive]

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Table 9.4: CA|TS Management Team information system

Area of work	Criteria	Management data / evidence	Who produces evidence	Who received evidence
International Executive Committee (Int Exe Comm)	<ul style="list-style-type: none"> i. Regular quorate Int Exe Comm meetings ii. Meeting minutes iii. Working papers produced as required 	Int Exe Comm files, including: <ul style="list-style-type: none"> i. Int Exe Comm Membership ii. Approved minutes of meetings iii. Working papers as required 	CA TS Ex Comm Secretary	Int Exe Comm and WWF TA, Donors, CA TS Partnership if requested,
Support Group	Organisations signed up to implementing CA TS	Filed copy of signed TORs	CA TS Management Team	Logos added to www.conservationassured.org
International outreach	<ul style="list-style-type: none"> i. CA TS endorsed by GTF ii. CA TS used as indicator of effectiveness by major funders (e.g. GEF, UNDP) 	Filed letters of support/MOUs	CA TS Management Team	WWF TA, Donors, CA TS Partnership, Int Exe Comm if requested
CA TS Standards	CA TS Manual regularly updated	<ul style="list-style-type: none"> i. Files recording each version and update ii. Current version loaded on CA TS website 	CA TS Management Team	Int Exe Comm, and current version available on www.conservationassured.org
CA TS outreach	<ul style="list-style-type: none"> i. CA TS website and Facebook page kept up to date ii. <i>CA TS Update</i> sent out twice yearly (March and September) with Dashboard data once developed iii. Papers: at least one peer review journal paper iv. CA TS input into international fora (e.g. CBD, etc.) 	<ul style="list-style-type: none"> i. CA TS website and Facebook page updated ii. Database of recipients for <i>CA TS Update</i> iii. All back issues of <i>CA TS Update</i> loaded on CA TS website iv. Publication of one peer reviewed paper v. Papers and reports of workshops 	CA TS Management Team	WWF TA, Donors, CA TS Partnership, Int Exe Comm
CA TS training	Training course developed for CA TS for NCs and areas	<ul style="list-style-type: none"> i. Course developed ii. Details of courses organised 	CA TS Management Team	WWF TA, Donors, Int Exe Comm, CA TS Partnership

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APPENDIX 4: Communications and Outreach for CA|TS

Table 9.5: CA|TS Communications overview

Function	Audience	Means	Status	Who
Basic intro: What is CA TS, who is involved (sites and partners), basic documentation	Public	Website	On-going	CA TS Management Team and web consultants
CA TS Approved site information	Public	Website	To do	CA TS Management Team
CA TS Partnership discussion forum	Site managers, Support Partners	Listserv	On-going	CA TS Management Team
CA TS latest news	CA TS Partnership	CA TS update quarterly newsletter, Listserv and website/Facebook	On-going	CA TS Management Team
Outreach re specific global CA TS stories/reports	Global/national press	Press releases re global programme activities	On-going	Support Partners national/regional offices
Outreach re specific national/TCA CA TS stories	National press	Press releases re TRCs/TCAs' activities	On-going	Support Partners national/regional offices
National/TCA relevant stories to be highlighted	CA TS Partnership	Listserv/Facebook	On-going	CA TS Management Team
CA TS processes and standards	Public	CA TS Manual (English and translations) posted on the website	On-going	CA TS Management Team
Science and policy papers	Public	Website and output specific fora (e.g. conference fliers, journals) and could be press release	On-going	CA TS Management Team
CA TS meeting/conference proceedings	Public	Website	On-going	CA TS Management Team
CA TS outreach material: training materials and CA TS PPTs	CA TS Partnership	Available on Dropbox / Google Drive for partners to use	To be developed	CA TS Management Team

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Function	Audience	Means	Status	Who
Special 'Project' reports (e.g. CA TS Survey)	Public	Report, press release, website	As required	CA TS Management Team
Support Group and National Committee links to CA TS		Ensure all organisations link to CA TS website and that CA TS stories/activities are highlighted on partners' outreach media		CA TS Management Team and CA TS Partnership
CA TS merchandise	As required	Memory stick, etc.	As required	CA TS Management Team

APPENDIX 5: Risk and Mitigation Strategy

Today the risks of CA|TS not achieving its mission of facilitating substantive improvements in many of the targeted TCAs are high given the current inadequacy of resources available to achieve this, the voluntary nature of the enterprise, the complex stakeholder environment which must be navigated, and the pressures on the TCAs from poachers, habitat loss and other threats. These risks need to be minimised and managed if success is to be secured. To do this the various types of risk need to be identified and steps defined that can mitigate them to an acceptable level. The tables (9.1 to 9.3) below start to do this. A more detailed risk management plan with clear tasks, roles and responsibilities will need to be drawn up and implemented if the risks are to be continuously monitored and mitigated.

Table 9.6: Governance risks and mitigation strategies

Risk	Probability	Impact	Mitigation options and outcomes
CA TS process is not seen as transparent/independent/credible	High	High	Independent reviewers, NCs and Int Exe Comm are the current strategy. May want to consider 'out of country' Reviewers & Conflict Of Interest procedures for NC members if this becomes an issue.
Lack of coordination between the committees	Med	Med	Clear cadence between Committee meetings needs to be established and clear decision-making at each level. Strong CA TS Management Team needed to manage this.
Non-continuity of Committee members	Med	Med	Int Exe Comm and NC members need to sign up to TOR. Members must feel that they belong to a Partnership that is successful. Strong organisation of meetings and reporting needed.
Too many driving process on the ground	High risk	Med	The Support Group needs to be clearly involved in governance. Must define clear roles and responsibilities on the ground. Online workflow and sign-offs will ensure consistency of process.
CA TS Management Team leadership failure	Low	High	It is anticipated that WWF will continue sponsorship until 2022. A back-up plan is required should they not do so.
Data security and integrity	High	High	Lack of reporting will impact credibility of CA TS. Monitoring and reporting system must be secure and auditing of reporting process needs to be part of assessment. NC must audit data.

Table 9.7 Capacity risks and mitigation strategies

Risk	Probability	Impact	Mitigation options and outcomes
Non-maintenance of CA TS Standards in TCAs	High	Low	Further guidance (building on measures in the CA TS Manual). Process for renewal of Approval needed.
Inadequate CA TS Management Team capacity and skills	High	High	CA TS Management Team will always be a small team. It is critical that they have high calibre staff and the best processes and tools available.
No availability of funds to increase CA TS Management Team capacity	Low	High	Additional funds would be needed to implement the portfolio, programme and project approach suggested above. Strong focus on fundraising is critical.
TCAs lack capacity to implement improvements	High	High	This is the most critical risk. If this is resolved many other risks will diminish. This can only be mitigated by effective estimation of work and costs involved and effective fundraising.
Coordination / collaboration between an NC and CA TS Management Team breaks down	Low	High	NCs need to sign up to TORs which include regular reporting. Use CA TS Council to mediate.
Site nomination disputes	Low	Low	Solvable through NCs and CA TS Council.
Management failure at CA TS Approved sites	High	Low	Need quick identification, and review and remedial process to be managed by NCs.

Table 9.8 Institutionalisation risks and mitigation strategies

Risk	Probability	Impact	Mitigation options and outcomes
Support Group or members do not carry load required on the ground.	High	High	Need strong push to bring Support Group on board with clear roles and responsibilities and necessary resourcing.
Uptake by TRCs is inadequate to establish CA TS as 'institutionalised standard'	Medium	High	All NCs established by the end of 2017 with GTF and government support and all potential CA TS areas registered within next 18 months.

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Risk	Probability	Impact	Mitigation options and outcomes
Unable to show effectiveness of CA TS Standards e.g. threats to tigers increase in CA TS areas	Medium	Low	Need effective reporting and strong review of CA TS Standards if it is not having desired impact.
Political instability in TRCs	Medium	Medium	Difficult to mitigate.
Change of leadership in Agency in TRC	High	Low	Constant outreach required as staff change. Close working relationships in NCs and Support Group.

APPENDIX 6: Proposed CA|TS Merit System

Introduction

The vision of CA|TS to secure wild tigers is focussed on the premise that effective area-based conservation management follows the best available knowledge, monitoring and technology. The detailed CA|TS criteria provide guidance for tiger areas to reach a good standard of management (CA|TS Approved) and also aim to promote the concept of continuous improvements through the regular updating of the CA|TS Manual and the Strategic Plans developed for areas even once Approved.

Recognising achievement

Areas taking part in CA|TS may be at very different levels of management effectiveness and achievement due to issues such as period since establishment, resources available, level of management challenges, etc. It will thus take some areas longer than others to reach CA|TS Approved status. Progress made during this period should however be recognised and encouragement provided to continue working towards CA|TS Approved status. Similarly, in CA|TS Approved areas management will not remain static and improvements in effectiveness will be encouraged.

It is proposed therefore to develop a system of CA|TS Certificates of Merit which are presented to areas which are deemed to be making progress in reaching the CA|TS criteria. The proposal is to develop a system which:

1. Is available to CA|TS Registered and CA|TS Approved areas
2. Is based on Certificates of Merit presented at CA|TS meetings or other regional/global meetings as appropriate which outline areas of achievement against the CA|TS criteria
3. Is based on a simple Merit form (to be developed) which should outline the CA|TS criteria which the area has shown particular improvement in
4. Is endorsed by a CA|TS Support Partner and/or the National Committee
5. Is reviewed by the CA|TS Management Team and then passed to a small working group (TOR to be developed) made up of individuals from either the CA|TS Support Partner, CA|TS Council, National Committee or International Executive Committee which will be convened periodically to review the Merit forms and approve them
6. When possible, is presented at an event or international meeting; where recipients' costs will be covered.
7. Explore possibilities of funding for CA|TS Merit certificate sites to strengthen their management through Support Partners

APPENDIX 7: Commissioning and Preparation of the CA|TS Business Plan

This CA|TS Business Plan was commissioned by Worldwide Fund for Nature (WWF) to set out options for the successful implementation of the CA|TS goal to create 'secure havens for wild tigers'. The plan has been prepared by Simon Hodgkinson of the Smart Earth Network and Sue Stolton of Equilibrium Research, supported by MKS Pasha (Manager of CA|TS, WWF), Michael Baltzer (Director of Tiger Team, WWF) and Madeleine Xavier (Finance and Operations Manager, WWF).

How was the business plan developed?

The business plan was developed in four phases from December 2016 to January 2018.

Phase 1: Scrums: Following the collation and review of existing documentation, a series of two hour intensive 'Scrums' were held in December 2016 between the consultants and CA|TS Management Team to hold structured discussions on each of the key areas of the business plan, namely:

1. *Activities Managed by the CA|TS Management Team:* CA|TS registration and approval processes, governance, communications and training, finance, Secretariat to Int Exe Comm, etc.
2. *Activities on the Ground to Assess and Improve the TCAs:* self-assessments, reviews, action planning and execution, continuous improvement, the role of the NCs and Support Group
3. *Organisational Frameworks:* both for the CA|TS Management Team and for the portfolio, programme and project management of action plans
4. *Setting Targets, Monitoring and Reporting:* management information requirement, external stakeholders, what they need to know, how to collect and report it
5. *Timeline, Finance and Risk Management*

Phase 2: Development and refinement of strawman business plan: Following the Scrums a strawman business plan was developed for detailed discussion at a three-day workshop in Nepal in February 2017 attended by Mike Baltzer, Madeleine Xavier, MKS Pasha, Sue Stolton, and Simon Hodgkinson and Sarah La Brasca (also of the Smart Earth Network).

Phase 3: Overview of some of the key issues discussed at the meeting to set up the CA|TS Support Group in Bangkok May 2017 and the CA|TS National Committees training meeting and inaugural Council Meeting in Bogor in October 2017: The meetings confirmed the development of the Support Group which will underpin the implementation of the plan and the set up and running of the CA|TS Council to oversee national implementation in the TRCs.

Phase 4: Final review by Support Group and Int Exe Comm: The Draft CA|TS Business Plan was circulated and reviewed by the CA|TS Support Group and Int Exe Comm before being finalised. The comments from this review process were very helpful in finalising the document and the lead authors wish to acknowledge the role of the CA|TS Partnership in this document's development.

10. References

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