



CATS

Conservation | Tiger
Assured | Standards

CA|TS Manual

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For more information on CA|TS see: www.conservationassured.org



Section 1 Summary

The Conservation Assured | Tiger Standards (CA|TS) scheme provides an incentive to those responsible for conservation areas in the 13 tiger range countries to improve the effectiveness of management.

Conservation Assured (CA) is a new conservation tool to set minimum 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 will 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 Areas, 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 (*Panthera tigris*). At present few tiger conservation areas are truly effective refuges for tigers and this has contributed to a catastrophic decline in their numbers over the last decade, despite major investment in their conservation. Tigers have already disappeared from several protected areas where they were until recently regarded as secure. The globally accepted goal of doubling the number of wild tigers by 2022 will not be achieved without a significant increase in the effectiveness of the tiger conservation areas across the remaining tiger range countries.

The Conservation Assured | Tiger Standards (CA|TS) scheme provides an incentive to those responsible for tiger conservation areas in the 13 tiger range countries to improve the effectiveness of management. The approach is based on long-term experience of both environmental certification schemes (e.g. the Forest Stewardship Council (FSC)) and protected area management effectiveness assessments (e.g. the IUCN World Commission on Protected Areas (WCPA) Management Effectiveness Framework and associated systems).

CA|TS is a set of 17 minimum elements with associated standards and criteria for effective management of tiger conservation areas. It is not a new management effectiveness system or a ranking of tiger conservation areas; but rather provides the means to tell if a particular area attains the minimum standards needed to conserve tigers. Tiger conservation areas taking part in the system will be recorded as either Registered (but standard not yet attained) or as Approved (achieving the standards as verified through an assessment and independent review process); excellence would be expressed in terms of highlighting specific best practices. Whether tiger conservation areas meet the criteria is based on a process which starts with self-assessment, progresses through a system of national assessment and is finally approved by an international committee, which ensures equivalence across tiger range countries.

CA|TS provides an opportunity for individual tiger conservation areas or networks of areas to demonstrate their commitment to, and success in, protecting tigers. It is a voluntary, independent scheme for any area involved in tiger conservation.

This first iteration of CA|TS has been extensively field-tested and subjected to expert peer review (see acknowledgements for details). It is expected that the CA|TS will be reviewed every few years as best practice standards evolve and are refined.

Section 2 Why do we need standards to secure tiger numbers?

Box 1: Management effectiveness evaluation

Management effectiveness evaluation is defined by IUCN WCPA as the assessment of how well the protected area is being managed – primarily the extent to which it is protecting values and achieving goals and objectives. The term management effectiveness reflects three main themes:

- Design issues relating to both individual areas and protected area systems;
- Adequacy and appropriateness of management systems and processes;
- Delivery of protected area objectives including conservation of values (Hockings et al, 2006).

A new approach to tiger conservation

The rapid decline in populations of wild tigers over the last decade has occurred despite major investment in their conservation (Damania et al, 2008). This failure has forced a rethink in tiger conservation strategies towards a proposal that effort should be focused on securing tiger populations in a number of key protected areas (GTI, 2011). This proposal was broadly supported at the International Tiger Forum in St Petersburg in 2010, within the broader framework of tiger landscape conservation.

A decision to focus on tigers in conservation areas narrows the priorities of conservation investment to policies and actions that maximize the effectiveness of conservation areas in delivering tiger conservation. This effectiveness tends to be assumed rather than proven in conservation literature; the small number of detailed studies suggests that this assumption is sometimes over-optimistic (e.g. Craigie et al, 2010). Protected areas are a good strategy for retaining vegetation cover; however their role in protecting animal species is more equivocal and dependent largely on the quality and focus of management. Many studies show that large animal species can continue to decline within protected areas, particularly due to bushmeat hunting or poaching of animals for trophies, traditional medicines, the pet trade and other illegal outlets. The loss of tigers from many protected areas is an indicator of these limitations. Once an animal commands a high market price, as in the case of the tiger, a protected area can provide the ecological framework for survival, but this needs to be backed up by effectively enforced anti-poaching policies. There is, fortunately, growing expertise in and tools for effective management, monitoring and protection of tigers in conservation areas (WII, 2011). But until now there has been no set of standards and criteria which provides clarity on, or encourages further development and sharing of, best practice management across tiger range countries.

Ensuring effective conservation management

Over the last 20 years several methodologies have been developed and applied for assessing management effectiveness, to enable better understanding of how well conservation areas are being managed and how successfully they ensure conservation objectives are achieved. Many of these assessment systems have been developed to be consistent with the IUCN WCPA Management Effectiveness Framework (Hockings et al, 2006, see Box 1), which has developed guidance on best practice for assessments and has allowed the compilation of results across assessment systems. Around 50 methodologies exist ranging from very simple to more thorough approaches. The assessment process provides an opportunity for managers and partners to take stock of the effectiveness of conservation areas management. When evaluation is accompanied by the development and implementation of an action plan based on the findings, more effective management should result. Indeed the time-series data (i.e. recurrent assessment results from the same area) collected by a global study of management effectiveness found that in most cases protected areas show improvements in management with each assessment (Leverington et al, 2010). In part this is because repeat

	Design		Appropriateness / Adequacy		Delivery	
Element	Context	Planning	Inputs	Process	Outputs	Outcomes
Evaluation focus	Importance, threats and policy/cultural environment	Design and planning	Adequacy of resources needed to manage	How management is conducted	Implementation of management programmes and actions	Extent to which objectives have been achieved
Criteria that are assessed	- Values - Threats - Vulnerability - Stakeholders - National context	- Protected area legislation and policy - Protected area or system design - Management planning	- Resources available for management	- Suitability of management processes	- Results of management actions	- Effects of management in relation to objectives

Table 1: Summary of the IUCN-WCPA Framework for assessing management effectiveness of protected areas and protected area systems based on the six stages (elements) of a good management process

assessments tend to be signs of an agency or project’s long-term commitment to both improve and track area management effectiveness.

Outside protected areas effort has been put into agreeing standards for good management and investigating ways in which standards can be encouraged through certification systems, such as FSC. There are now initiatives under way to bring these two conservation strategies together.

Setting standards for good conservation area management

Assessment and certification systems differ in the extent to which they provide information on success or failure; some give a “score”, others a simple pass/fail, while others rely on a more general description of management strengths and weaknesses. The usefulness of assessments, and implementation of results, can often be improved if there is a clear understanding of what managers should be aiming for, by agreeing some basic standards against which to judge an assessment. The importance of this standard setting has been reinforced by the CBD, which requested the development of standards for protected areas in its Programme of Work on Protected Areas.

As a result of the new emphasis on standards, voluntary assessment and certification schemes based on compliance with management standards have begun to be developed for protected areas. The proposed IUCN Green List of Protected Areas (see Box 2) is a major new initiative in this field, for instance.

Box 2: The Green List of Protected and Conserved Areas

The Green List of Protected and Conserved Areas (GLPCA) is a new global quality standard for protected areas being developed by IUCN and partners. The intended aims of the IUCN GLPCA are:

1. To recognize and reward effective management and equitable governance of protected areas, and thereby:
 - Provide an incentive for improved policies and governance arrangements that will enable and catalyze more effective and equitable protected and conserved area systems;

- Stimulate investment in capacity and leadership that enable effective and equitable management of protected areas.
2. To assist participating countries to achieve quality in the implementation of their national protected area systems, in part towards meeting and reporting on CBD Aichi Target (see: www.cbd.int/sp/targets/) commitments.

In order to develop the IUCN GLPCA, the IUCN Green List Initiative is under way. Through this initiative, IUCN and

collaborating partners (which include the CA|TS scheme) will develop the global standards and matching guidance that can be used to assess, evaluate and recognize quality in protected areas. Participating countries will be able to apply local context and criteria for the IUCN Green List process, but the benchmark will be a credible set of IUCN Green List global standards.

Section 3 CA|TS goal and objectives

CA|TS Goal
To provide an incentive for improving the effectiveness of conservation areas as a tool for tiger conservation and to provide a mechanism for monitoring, demonstrating and guaranteeing the effectiveness of the system of tiger conservation areas.

The CA|TS scheme provides an incentive to those responsible for tiger conservation areas to improve the effectiveness of management and so contribute to the goal of doubling the number of tigers by 2022. While the scheme focuses on tigers, the CA framework could be applied to other endangered species – particularly those that are highly dependent on conservation in the face of poaching and similar threats.

CA|TS goal

To provide an incentive for improving the effectiveness of conservation areas as a tool for tiger conservation and to provide a mechanism for monitoring, demonstrating and guaranteeing the effectiveness of the system of tiger conservation areas.

Why implement CA|TS?

- ➔ **For a national protected areas system:** to help set a baseline and facilitate adaptive management and continual improvement of performance.
- ➔ **For a protected area manager or a national protected area department:** to demonstrate the importance and role of protected areas in the global effort to double the number of tigers.
- ➔ **For a tiger conservation area manager:** to help mobilize the support needed to provide the necessary resources and capacity to be effective in tiger conservation.
- ➔ **For protected area rangers:** to provide a clear indication of high professional standards, improve career prospects and boost morale.
- ➔ **For the government of a tiger range state:** to demonstrate commitment to global tiger conservation efforts and to provide verified information for reporting obligations under the CBD and other similar regional and global agreements.
- ➔ **For the global conservation community:** to recognize the protected areas of importance for tiger conservation and identify and monitor the level of management and support for these protected areas.
- ➔ **For the donor community:** to assess the seriousness and professionalism of the management within a protected area or protected area system; to help improve dissemination of funds and target those conservation strategies most likely to succeed.
- ➔ **For supporters of tiger conservation:** to understand the level of quality to which the network and the individual conservation / protected areas are being managed and contributing to tiger conservation.
- ➔ **For tiger conservation:** to set a minimum standard for tiger conservation within conservation / protected areas and provide an objective measurement of effectiveness.

The setting of standards implies a dual approach of both recognizing those areas which have reached a high standard of management, and making a focused and concerted effort to work with areas not yet at this level to develop management systems which meet these standards.

Section 4 How will CA|TS work?

The aim of CA|TS is not to develop a new management effectiveness system or a ranking of tiger conservation areas; rather, it is to tell if an area attains the minimum standards needed to conserve tigers through a credible and independent assessment and review process.

The aim of CA|TS is not to develop a new management effectiveness system or a ranking of tiger conservation areas; rather, it is to tell if an area attains the minimum standards needed to conserve tigers through a credible and independent assessment and review process. CA|TS comprises 17 elements (including one voluntary element for tiger conservation areas with major tourism objectives) divided into seven “pillars” covering different management issues (Table 2). Five of these are applicable to tiger conservation area management in general (although with a species-specific focus) and represent the Conservation Assured (CA) aspect of the scheme; the two final pillars focus specifically on management issues related to tiger conservation – the Tiger Standards (TS). The scheme is structured this way as it is planned to develop standards which focus on other endangered species in the future. Areas containing several species for which standards exist could thus aim for compliance with a range of species-specific standards; the CA standards, which include general good management practices, would only need to be met once. Each element assessed comprises a number of more specific standards and criteria which are given in Section 6.

CA|TS governance

CA|TS is managed through five operational units (see Figure 1):

- **International executive committee:** CA|TS is headed by an independent international executive committee representing as many interests and organizations as possible. The executive committee is the decision-making body for CA|TS (e.g. approves the CA|TS standards and processes). It will also respond to complaints, identification of problems and potential changes in standards. It ultimately approves a particular area as CA|TS Registered and CA|TS Approved after reviewing recommendations from the national committee and management team (see below). The executive committee will be responsible for ensuring the equivalence of the CA|TS system across tiger range countries and will ensure the CA|TS standards remain

Table 2: CAITS Seven Pillars

Pillar	Element assessed
Conservation assured	
A: IMPORTANCE AND STATUS	1. Social, cultural and biological significance 2. Area design 3. Legal status, regulation and compliance
B: MANAGEMENT	4. Management planning 5. Management plan/system implementation 6. Management processes 7. Staffing (full-time and part-time) 8. Infrastructure, equipment and facilities 9. Sustainability of financial resources 10. Adaptive management (feedback loop)
C: COMMUNITY	11. Human–wildlife conflict (HWC) 12. Community relations 13. Stakeholder relationships
D TOURISM (optional)	<i>Note: this standard is only applicable for protected areas with major tourism objectives</i> 14. Tourism and interpretation
E: PROTECTION	15. Protection
Tiger Standards	
F: HABITAT MANAGEMENT	16. Habitat and prey management
G: TIGER POPULATIONS	17. Tiger populations



scientifically relevant and linked to other protected area standards and management effectiveness systems (e.g. the Green List) as required. The executive committee will be made up of international experts in management effectiveness and tiger management; they will nominate a chair to oversee the working of the committee (see TOR in Section 11).

- The **management team** will be responsible for the day-to-day management of the CA|TS scheme including training and administration of candidate areas and providing administrative support to the executive committee.
- A **national committee** will be established in each tiger range country. These groups will be made up of protected area and tiger conservation experts and will be responsible for recommending CA|TS Registered and CA|TS Approved areas. They will organize the final review once the area is ready and provide recommendations for approvals. The national committee will submit the recommendation to the international executive committee (via the management team) for their final approval. The chairs of the national committees will also sit on a CA|TS council to ensure sharing of experiences and lessons learned throughout the tiger range countries. (A detailed TOR for national committees is provided in Section 11.)
- The **technical support group** will help to identify potential candidate areas and will help them gain CA|TS approval by guiding them through the process. The technical support group can be individuals, organizations, institutions or companies.
- **Areas:** any area (e.g. government managed protected area, community conservation area or private protected area) that wants to demonstrate how it is providing effective protection to a population of wild tigers, or seeks assistance in understanding and improving management and protection of wild tigers.

Figure 1: Summary of the CA|TS governance structure

Minimum requirements for CA|TS

Application of existing management effectiveness assessment systems is the basis for deciding if a particular area meets the standards. The Indian Management Effectiveness Evaluation of Tiger Reserves (MEETR) (WII, 2011), which will ideally be adapted for application in all tiger range countries, is the preferred system but is not obligatory. If tiger conservation areas already use other systems they may choose to continue with these, expanded if necessary to make sure that all the standards are covered.

CA|TS Approved

CA|TS Approved status is conferred by the executive committee on recommendation from the national committee by the process outlined in Section 5.

CA|TS approval lasts for three years. After this period a streamlined review process will be introduced. If there have been significant changes in area management or circumstance the area may need to update its dossier and/or be visited again by representatives of the national committee.

It is also suggested that, if the manager of a tiger conservation area changes, the new manager should submit a revised standards document within six months of appointment, to ensure continuity and make sure the new manager understands the CA|TS process.

Changes to CA|TS Approved status

Conservation areas are not static entities and management challenges come from many directions (e.g. poaching increase, natural disasters, funding withdrawal, political instability, sudden changes in tourist numbers, etc.). In some cases these challenges may impact an areas ability to comply with CA|TS even after it has been CA|TS Approved. As the ultimate objective of CA|TS is tiger conservation, the executive committee, working with the national committee, will undertake an emergency review of any CA|TS Approved area which has a change of circumstances that could impact CA|TS Approved status. The aim of the emergency review will be to support the area to retain the CA|TS Approved status; removal of the CA|TS Approved status would only be considered in the most extreme of cases and would entail a fully documented process approved by the executive committee in liaison with the management team, national committee, technical support group and area management. If it is deemed necessary to change the CA|TS Approved status the area will be listed as CA|TS Approved (suspended), which will indicate an area that has been approved under CA|TS but where major problems have emerged and full listing is temporarily withdrawn while these problems are addressed.



Use of the CA|TS logo

A version of the CA|TS logo with registered and approved status is available for use by areas once they have been registered, and once they have been approved. Please note that:

- The logo should not be used for commercial purposes.
- The logo should only be used by the area and not by third parties linked to the areas.
- Only the full logo (including the words registered or approved) should be used.
- Only the logo relevant to the area's current status in the CA|TS process can be used.

What are the expected costs to become approved?

The scheme is based on an audit of the normal monitoring and assessment processes applied in a tiger conservation area and therefore adds little to the workload. Being recognized as achieving CA|TS should not be confused with the effort that may be required at some areas to develop best practice management systems; for many areas this may entail significant capacity development over several years. However, once this level of management has been achieved, auditing this system against CA|TS should not be a major task and the costs minimal. In areas which need to draw up action plans to develop the management process and systems to comply with the CA|TS criteria, additional funding may be required. The development of a clear action plan to

assist compliance with CA|TS may help generate funding for enhancing management. The self-assessment should not take long if good systems of record keeping are in place. The process should mainly entail staff time, although in some cases minor costs will be involved in getting local stakeholders involved.

Training

A two-day training course has been developed to introduce the contents of the CA|TS manual (i.e. the processes, standards and criteria) and to any persons involved in CA|TS implementation. It is expected that representative from sites registering for CA|TS, national committee members and expert reviewers will participate in the course.

Section 5 The CA|TS Registration and Approval process

The registration and approval process has 10 steps outlined in this section and summarized in Figure 2.

Areas taking part in CA|TS will be either **CA|TS Registered** (but standard not yet attained) or **CA|TS Approved** (i.e. areas which have been assessed as achieving the standards). The registration and approval process has 10 steps outlined below and summarized in Figure 2.

Registering for CA|TS

1. CA|TS is a voluntary process; any area that wishes to be assessed against CA|TS should first download the registration form (see Section 8) from the CA|TS website (www.conservationassured.org). Technical support group will work with government agencies and area managers to introduce the CA|TS process and help with registration. The registration form should be completed by the government agency, working with the area management, and forwarded to the national committee for approval.
2. The national committee will review the registration form and forward it to the management team with a recommendation whether or not the area should receive approval as CA|TS Registered; this will in turn be passed to the executive committee. Approval will be based on three main criteria:
 - The area is important for tigers (in terms of population, unique attributes, potential/reintroduction, etc.).
 - There has been a management effectiveness assessment carried out to an agreed standard.
 - The area has a technical support group who has worked with the staff to help prepare the registration and who will support the CA|TS process.
3. Once registration is approved the area will receive an official letter from the management team to confirm the area is CA|TS Registered. The area will be listed on the CA|TS website as CA|TS Registered and can use the CA|TS Registered logo (see Section 4).
4. If the national committee does not think the area is ready to be registered it will send a full explanation to the area as to its reasoning. If required, it will work with the area to help fulfil the registration requirements so the area can revise and resubmit the registration document.
5. If the management team or executive committee does not agree with the national committee's recommendation regarding registration, this will first be discussed with the national committee; if the registration is not approved the process outlined in step 4 above will be followed.

Moving towards CA|TS approval

6. After being CA|TS Registered the area will undertake a self-assessment (see Box 3) of whether management meets the standards and criteria set out in the CA|TS (see Section 6). The self-assessment entails preparing a dossier of information on compliance with each of the criteria. The standards (see Section 6) include an evidence checklist of the type of information that can be referred to (see Section 7 for a summary of the evidence required) and guidance notes which elaborate some of the more specific criteria. Technical support group may provide capacity development and support to the self-assessment process. The compliance dossier is likely to include a brief report of how the area meets the CA|TS criteria (see Section 9). The evidence base for this report should include details of the management

Box 3: Who will be involved in the self-assessment?

The technical support group will help areas ensure a wide range of stakeholders and partners are involved in the self-assessment, which forms the primary activity towards CA|TS approval. The self-assessment is likely to include local managers and staff, agency managers, government agencies in different sectors, different tiers of government, local communities, indigenous peoples, NGOs, donors, international convention staff, local experts (e.g. naturalists, volunteer workers), scientists, private sector bodies involved in management of protected areas, and representatives of other sectors and interests such as tourism.

effectiveness assessment and accompanying documentation (copies or links to online documentation should be provided).

7. In some cases there may be a number of management tasks or systems that need to be put in place before compliance with the standards is reached. In these cases an action plan might need to be developed.
8. The area will then submit the compliance dossier for review to the national committee, copied to the management team. The national committee will undertake two auditing processes: i) an audit of an area self-assessment against the standards, which recommends whether an area complies with CA|TS (see box 4); and ii) an audit of the CA|TS process in reaching the compliance decision.
 - I. For each area registered within the national committee's jurisdiction a lead person is nominated to undertake an area visit to confirm the information presented in the dossier and discuss any additional actions which may be required to meet the standards. Once this visit has been completed the national committee will meet to review the dossier and make its recommendations regarding CA|TS Approved status (see box 4).
 - II. The national committee will then appoint an independent reviewer (see TOR in Section 11) who will check the processes which have been undertaken to ensure compliance with the CA|TS system. They will complete a short report which will then be presented to the national committee (see Section 9). If any gaps or deficiencies in the process are identified the national committee will be expected to fill these before the CA|TS process will be considered complete.
9. When all the steps outlined above have been completed, the national committee (with the support and approval technical support group) will forward the compliance dossier and CA|TS process review to the management team who will present the results to the executive committee for its final approval. It is expected that this approval will normally endorse the national committee's recommendation. If the executive committee has questions, additional requirements or concerns regarding the compliance of the area to CA|TS, it will send (via the management team) a full explanation

Box 4: Complying with the CA|TS standards

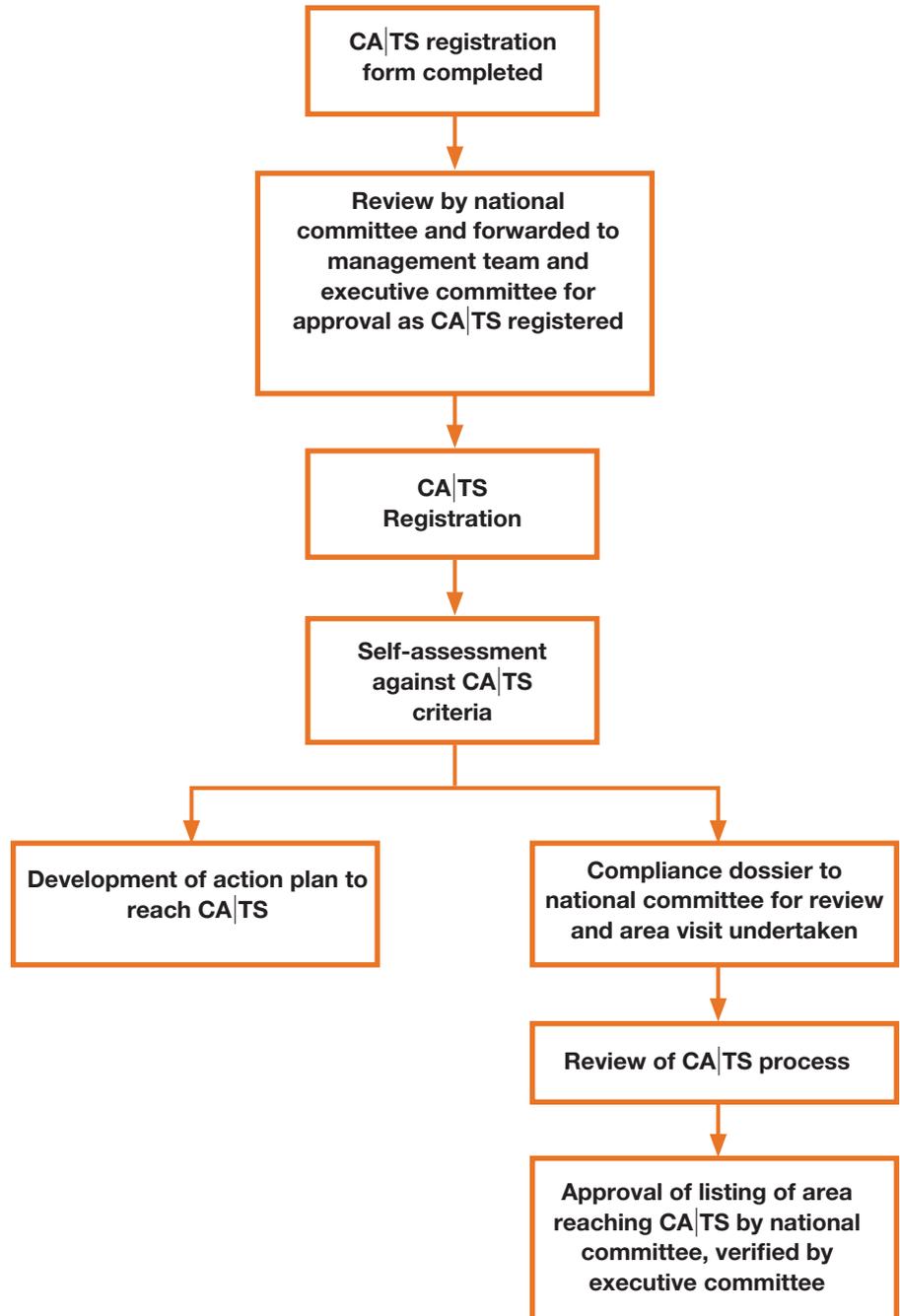
For each standard four options are suggested for reporting on whether the area complies with CA|TS (a suite of forms for recording these decisions are outlined in Section 9 and can be downloaded from www.conservationassured.org):

- ✓ **Standard exceeded:** The achievement of the standard is an illustration of innovation or best practices. Innovations should be developed into best practice stories and passed onto other tiger conservation areas through www.conservationassured.org
- ✓ **Standard achieved:** It is clear that the standard has been achieved.
- ✓ **Standard mainly achieved:** The standard is nearly achieved but small remedial actions may be needed. Assuming there are only a few cases where the standard is assessed as "mainly achieved" then the area can still become CA|TS Approved but the remedial actions (which should be detailed in the dossier) should be clearly communicated with the area with an agreed action plan outlining the actions needed, who will be responsible for implementing these actions and a timeline for completing the action. If many standards are assessed as not having been fully achieved then it is likely that the decision to award CA|TS Approved status will be deferred until more standards are met.
- ✓ **Standard not achieved:** Areas aiming to be CA|TS Registered are encouraged to develop and finalize their self-assessment compliance dossier only when they consider they are likely to have achieved all the standards. However, the assessment process may find that in a few places the standards have not yet been achieved. In these cases action plans should be developed to outline the actions needed to reach CA|TS (see Figure 2). Once these action plans have been successfully implemented the standards should be reassessed and the compliance dossier submitted again to the national committee.

to the national committee as to its reasoning. The executive committee will advise the technical support group and management team to work with the national committee and area, if required, to help fulfil the approval requirements so the dossier and review can be submitted again.

10. Once the executive committee confirms that the area meets CA|TS, the area will receive an official letter from the management team to confirm the area is CA|TS Approved. The area will then be listed on the CA|TS website as CA|TS Approved and can use the CA|TS Approved logo (see Section 4).

Figure 2: Summary of CA|TS process



Section 6 Pillars, Standards and Criteria

CA|TS hierarchy

Pillar: The headline conservation management priorities covered in CA|TS

Element: Under each pillar a set of elements identifies the main topics of protection and management evaluated and accredited in CA|TS

Standard: A statement which summarizes the protection and management standards which should be in place if an area is to reach CA|TS Approved; each standard is then explained in more details in a set of criteria and guidance notes

Criteria: A set of rules developed for conceptualizing, implementing and evaluating field and management practices required to reach each standard

Evidence checklist: A quantitative or qualitative parameter that is evaluated in relation to each criteria

Guidance Note: Additional sources of information and/or reference value for some criteria

Best practice: Case studies and lessons learned from tiger range countries which show best practices in relation to specific standards. Examples of best practice will be collected during the CA|TS process

The CA|TS pillars, standards and criteria are laid out below. The seven pillars are followed by 17 **elements** which are then broken down into more detailed **standards**. Each standard has associated **criteria**. At the end of each standard a box provides suggestions of the sort of information (evidence) that may be required to show compliance with the criteria. A summary of this evidence is given in the checklist in Section 7.

Compliance with CA|TS will differ between biomes, physical conditions, etc.: for example, guard numbers will vary with terrain and vegetation type. Thus rather than define a single, obligatory figure or practice, the standards and criteria are elaborated with guidance notes and best practices which provide examples of successful practices under different conditions. These exemplary practices highlight, and aim to foster, innovation in tiger conservation area management. Managers of tiger conservation areas who vary widely from the indicative guidance would have to justify this during the assessment process.

CA|TS covers all elements of the IUCN WCPA Management Effectiveness Framework (see Table 1) and the elements which each standard focuses on are given after each standard.

Pillar 1

IMPORTANCE AND STATUS



Evidence Check List

1.1.1: Management plan and/or associated tiger conservation plans

1.1.2: Details of the tiger conservation area noting adjoining areas and/or zones which are also habitat for tigers and current information of tiger population and recruitment; statement outlining the importance of the location for tiger conservation; recovery or reintroduction plan and implementation reports



Guidance note A

Viable tiger populations

A viable tiger population has:

- 80+ tigers
- A minimum of 20 breeding females (i.e. females with cubs)



Guidance note B

Significant tiger populations

A significant tiger population has:

- 20+ tigers
- A minimum of five breeding females (i.e. females with cubs) and a maximum of 19 (a population of 20 or more is recorded as a viable population – see guidance note A).

The area which contains this population should:

- Have connectivity to a protected area/s with a viable tiger population; or
- Be part of a conservation landscape (e.g. of protected areas and other lands with suitable tiger habitat) which in total contains a viable or significant population (see guidance note A).

Element 1: Social, cultural and biological significance



Standard 1.1: Tiger conservation is an important target and value for the area.

(IUCN WCPA Management Effectiveness Framework elements: context and planning)

Criteria 1.1.1: The tiger conservation area management plan includes tiger conservation as a major target (see also Standards 4.1, 4.3 and 16.2).

Criteria 1.1.2: Tiger conservation areas (e.g. protected areas, buffer zones, conservation corridors, forest area, etc.) which are considered important in terms of value for tigers are defined by one or more of the following:

- The tiger conservation area is large enough to sustain a viable population of tigers (see guidance note A).
- There is a significant tiger population (see guidance note B) of a size to support recruitment.
- Natural recovery through range expansion or reintroduction is feasible and planned/in progress where current tiger populations are not viable, not significant or not present (see guidance note C).
- In some areas (e.g. Russia) tiger density in conservation areas will be naturally very low, but as part of a large landscape these populations will add up to a significant or viable population (see guidance note D).



Standard 1.2: The ecological, biological, social, cultural and economic values and benefits of the area have been identified and aligned with tigers as a major conservation target.

(IUCN WCPA Management Effectiveness Framework elements: context, planning, outputs and outcomes)

Ecosystem values and/or benefits:

Criteria 1.2.1: Possible values and benefits of ecosystem services (including REDD+ and areas of high conservation value) have been identified.

Criteria 1.2.2: If potential ecosystem values and/or benefits are identified, plans are in place to realize the most feasible of these values and/or benefits within the timeframe of the current management plan (see also Standard 4.1) and are aligned with tigers as a conservation target (see also Standard 1.1).

Criteria 1.2.3: Ecosystem service values and/or benefits are interpreted and shared with communities and other stakeholders.

Biodiversity values and/or benefits:

Criteria 1.2.4: Biodiversity values of the tiger conservation area have been identified.

Criteria 1.2.5: Potential values and/or benefits of biodiversity have been evaluated and assessed against, and aligned with, tiger conservation (see also Standards 1.1, 4.3 and 16.2).

Criteria 1.2.6: Biodiversity values and/or benefits and their relationship with tiger conservation are interpreted and shared with communities and stakeholders.

Social, cultural and spiritual values and/or benefits:

Guidance note C

Recovering tiger populations

A recovering tiger population has:

- Fewer than five breeding females (i.e. females with cubs); or
- Evidence of historical tiger presence.

It should have the potential to recover significant or viable populations because natural recovery (i.e. absorbing tiger overflow from connected protected areas) or reintroduction is feasible and planned or in progress.

Guidance note D

Low density populations

A low density population has:

- Evidence of a sustainable tiger population (typically between two and five breeding females).

The area which contains this population should:

- Have connectivity to a protected area/s with a viable tiger population; or
- Be part of a conservation landscape (e.g. of protected areas and other lands with suitable tiger habitat) which in total contains a viable or significant population (see guidance note A)

Guidance note E

Core areas

Core areas are defined as having:

- The best tiger and prey habitat included;
- Minimal human disturbance (e.g. patrols, research activities) and no human settlement;
- Evidence of tiger breeding (e.g. females with cubs);
- High prey density.

Guidance note F

Buffer zones

Buffer zones are areas where:

- Human use including tourism is managed to mitigate impact on tigers (see also Standard 14);
- Suitable mechanisms are in place to mitigate human–wildlife conflict (see also Standard 11).

Criteria 1.2.7: Social, cultural and spiritual values and/or benefits of the tiger conservation area have been identified.

Criteria 1.2.8: The impacts (e.g. requirements for access to sacred sites within core areas) and implications (e.g. where tigers are identified as national icons) of social, cultural and spiritual values and/or benefits are considered in management planning (see also Standard 4.1), in particular where they contribute to tiger conservation.

Criteria 1.2.9: Social, cultural and spiritual values and/or benefits and their relationship with tiger conservation are interpreted and shared with communities and stakeholders.

Economic values and/or benefits

Criteria 1.2.10: Direct and indirect economic values and/or benefits (e.g. non-timber forest products, ecotourism) generated by the tiger conservation area have been identified where possible.

Criteria 1.2.11: If potential economic values and/or benefits are identified, plans are in place to realize the most feasible of these values and/or benefits within the timeframe of the current management plan (see also Standard 4.1) and are aligned with tigers as a conservation target (see also Standard 1.1).

Criteria 1.2.12: Economic values and/or benefits and their relationship with tiger conservation are interpreted and shared with communities and stakeholders.

Element 2: Area design

Standard 2.1: Core tiger areas are recognized, acknowledged, managed and maintained.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 2.1.1: Core areas are defined, mapped and gazetted (where appropriate) (see also Standard 3.1 and guidance note E).

Criteria 2.1.2: Integrity of core areas should be managed and maintained both in the planning process and operationally (see also Standard 4.1).

Standard 2.2: Buffer zones with tiger presence are recognized, acknowledged, managed and maintained.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 2.2.1: Buffer zones are defined, mapped and gazetted (where appropriate) (see also Standard 3.1 and guidance note F).

Criteria 2.2.2: The buffer zone is managed and maintained to prevent the existence of hard edges (e.g. boundaries where a forested protected area meets agricultural fields immediately outside the boundary) in core areas (see also Standard 4.1).



Evidence Check List

1.2.1-12: Management plan

1.2.1-3: Reports on ecosystem services or project proposals for evaluations and if available public meeting reports; publicly available information (in local languages and appropriate in terms of cultural norms, gender, age group, etc.), e.g. printed materials, multimedia, local outreach programmes, etc. (see also Standard 12.7)

1.2.4 -9: Reports of evaluations (e.g. ethnobotanical studies, documentation of customary laws, traditional ecological knowledge) – in particular noting tiger-specific cultural/spiritual values; interpretation of the area (e.g. published guides, websites, visitor centres, information provided by local guides, etc.) includes information (where culturally applicable) on cultural and spiritual values (in particular regarding tigers), celebrations, special events, etc. that are important locally, nationally or internationally (e.g. Global Tiger Day)

1.2.10-12: Economic valuations or plans to undertake evaluations



Evidence Check List

2.1.1-2: Management/zoning plan and supporting maps and monitoring data e.g. census reports



Evidence Check List

2.2.1-2: Management plan (or buffer zone specific plan) and supporting maps and monitoring data; evidence of fund agreements for things such as compensation/relief schemes (see also Standard 11.1)



Evidence Check List

2.3.1-2: Zoning plan (ideally within management plan)

Best practice example: Sundarbans management zones, Bangladesh

The Sundarbans National Park in Bangladesh has four zones:

- i) Strict protection zone: an area of rich biodiversity. The strict protection zone allows for scientific studies and research and controlled outdoor recreation activities.
- ii) Rehabilitation zone: a degraded area being restored to natural habitat. Natural regeneration is aided with controlled fire, plantations with indigenous species, and sometimes exotic species to assist the restoration process.
- iii) Recreational zone: recreation, tourism, education or environmental awareness values are allowed with priority on sustainable conservation and ecotourism.
- iv) Special use zone: contains existing infrastructures and fenced compounds and installations of natural importance such as Bangladesh Naval Base and Bangladesh Port Authority at Nilkamal inside the south sanctuary.

Source: Halder, N.K. 2011. Scientific approach for Tiger Conservation in the Sundarbans. Tiger Paper, 38:4.



Standard 2.3: Other management zones are recognized, acknowledged, managed and maintained.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 2.3.1: Other management zones (e.g. multiple use zones, community use zones, tourism zones, etc.) are defined, mapped and gazetted where necessary.

Criteria 2.3.2: Management objectives designed and maintained for these zones are aligned and compatible with tiger conservation, and ensure the integrity of the core areas and buffer zones (see also Standards 1.1, 2.1, 2.2, 4 and 16.2).



Standard 2.4: Areas critical to tigers outside the protected area are identified and opportunities to engage in tiger conservation are maximized.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 2.4.1: Relevant agencies and stakeholders are identified and engaged in landscape-scale planning (e.g. develop suitable and/or potential corridors or other areas conducive to tiger conservation) (see also Standards 2.2, 2.3, 2.4 and 2.5).

Criteria 2.4.2: Where important and applicable unprotected tiger habitats adjacent to the tiger conservation area have been identified, efforts are under way to include them in the conservation / protected area.

Criteria 2.4.3: Infrastructure development that could impact the tiger conservation area has been assessed and all possible mitigation actions planned (see guidance note G).

 **Guidance note G**
Smart green infrastructure

A guide to Smart Green Infrastructure in Tiger Range Countries: A Multi-Level Approach is available from: www.globaltigerinitiative.org

 **Evidence Check List**

2.4.1-3: Regional development policies/plans and processes, supporting maps; evidence of participation in planning of infrastructure development

 **Evidence Check List**

2.5.1-3: Policies, plans, transboundary agreements and supporting maps and monitoring reports; evidence of communications with neighbouring protected areas

 **Evidence Check List**

3.1.1. Legal gazettement, documentation, governance agreement (e.g. act, binding agreement)

3.1.2 Legal gazettement, documentation, maps

3.1.3 Evidence of conflict resolution processes over any boundary/ access/governance disputes

 **Evidence Check List**

3.2.1-2 Legal instruments; data relating to judicial processes (e.g. register of infringements and follow-up actions and outcomes; numbers of arrests, prosecution, repeat convictions, etc.)

 **Evidence Check List**

3.3.1 -2 Training plans, policies, reports/proceedings or workshops on law enforcement; legal documentation easily accessible to conservation / protected area staff

3.3.3 Examples of agreements with communities not to visit an area based on good relationships

3.3.4 Policies on consulting legal expertise

 **Standard 2.5: Transboundary connectivity opportunities are maximized for tiger conservation.**

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 2.5.1: Relevant agencies and stakeholders are identified and engaged to develop transboundary (i.e. political boundaries with neighbouring states or countries) agreements conducive to tiger conservation (see also Standard 4.5).

Criteria 2.5.2: Opportunities to develop local agreements on joint management actions have been explored (see also Standard 4.5).

Criteria 2.5.3: Local agreements on joint management, where identified, are implemented, monitored, assessed and adapted (see also Standard 4.5).

 **Element 3: Legal status, regulation and compliance**
 **Standard 3.1: The area has legal status and is gazetted.**

(IUCN WCPA Management Effectiveness Framework elements: context and planning)

Criteria 3.1.1: The area has legal status that enables effective tiger conservation.

Criteria 3.1.2: The physical boundaries of the area are defined, mapped and gazetted (see also Standards 2.1 and 2.2).

Criteria 3.1.3: Tenure and legal boundary disputes related to the area have been resolved or mitigated to a level where there is no impediment to effective management.

 **Standard 3.2: Legal frameworks and regulations meet the requirements of management.**

(IUCN WCPA Management Effectiveness Framework element: context)

Criteria 3.2.1: Legal frameworks supporting the area are effective in dealing with current levels of illegal activity.

Criteria 3.2.2: Tigers and their prey are specifically protected by law (note: this does not discount activities such as hunting where these are managed sustainably and fall within the legal framework).

 **Standard 3.3: The area has a system of law enforcement which ensures legal compliance.**

(IUCN WCPA Management Effectiveness Framework element: context and process)

Criteria 3.3.1: Staff have a sound knowledge of relevant national and international legal instruments (see also Standard 3.2).

Criteria 3.3.2: Legal instruments empower staff to take legal action, e.g. make arrests (see also Standard 3.2).

Criteria 3.3.3: Where necessary, staff take action to mitigate lack of effective legal instruments (e.g. where community actions need to be modified to protect tigers and ensure minimal HWC, but no legal instrument is suitable).

Criteria 3.3.4: The area has access to legal expertise.

Pillar 2

MANAGEMENT



Evidence Check List

4.1.1 Management system (e.g. a management plan, series of specific plans or clearly documented management systems)



Guidance note H

Management plan/system

A management plan (or series of plans that make up the overall system of management) should:

- Set realistic priorities, strategies and actions (e.g. goals and objectives) that provides an adequate decision -making framework and policy environment for the tiger conservation area (i.e. clearly specifies desired outcomes of management) (see also Standard 5.1);
- Include tiger conservation as a major target (see also Standards 1.1 and 4.3);
- Identify the values (ecological, biological, social, cultural and economic) of the area (see also Standard 1.2);

Element 4: Management planning



Standard 4.1: Up-to-date management plans/systems are in place.

(IUCN WCPA Management Effectiveness Framework element: planning)

Criteria 4.1.1: The tiger conservation area has an up-to-date management plan/system (i.e. a 5-10 year strategic plan for managing the area) (see also Standard 1.1 and guidance note H).

Criteria 4.1.2: Management plan is aligned with business plan, where business plan exists (see also Standards 9.4).

- Include specific plans for the core, buffer and other management zones where appropriate (see also Standards 2.1, 2.2 and 2.3);
- Identify (where appropriate) transboundary connectivity and opportunities for joint management (see also Standards 2.4, 2.5 and 4.5);
- Include boundary management (see also Standard 5.2);
- Address key threats and issues impacting on the area's values (specifically tiger values) and achievement of objectives, e.g. HWC (see also Standard 11.1); conflicts and tensions (see also Standard 12.1); benefit sharing (see also Standard 12.5); cultural identity (see also Standard 12.6); outreach activities (see also Standard 12.7); visitor management (see also Standard 14.4); protection strategies (see also Standard 15.1);
- Be known and accessible to all staff (see also Standard 7.1);
- Be linked to annual operational plans (see also Standard 6.1) and budgets (see guidance note J and Standards 9.2 and 9.3);
- Include a processes for assessment, review and adjustment during the life of the plan based on monitoring and assessment results (adaptive management – see also Standards 4.4 and 10);
- Include a process to renew the plan on a timely basis.



Evidence Check List

4.2.1 Stakeholder analysis, including a list of stakeholders; mechanisms for engagement for different genders, ages, etc. in management processes

4.2.2 Documentation showing that the planning process has included public consultation with stakeholders; stakeholder committees or working groups formed to assist with related plans/assessments



Standard 4.2: Management planning is developed with stakeholder involvement.

(IUCN WCPA Management Effectiveness Framework elements: planning)

Criteria 4.2.1: Stakeholders including all relevant site staff have been identified (see also Standards 12.4 and 13).

Criteria 4.2.2: Stakeholder involvement in management planning, and management effectiveness assessment, is planned, implemented, monitored, assessed and adapted (see also Standards 4.2, 6.3 and 12.4).



Standard 4.3: A tiger conservation plan exists.

(IUCN WCPA Management Effectiveness Framework element: planning)

Criteria 4.3.1: Specific requirements and management needs of tigers have been considered in the management planning process (see also Standards 1.1 and 16.2), e.g. increased security (see also Standard 15); specialized monitoring (see also Standard 17); safety of people in and around the area (see also Standard 11).



Evidence Check List

4.4.1-2 Management plan/system and management effectiveness evaluation; evidence of adaptive management as evaluation results are utilized



Evidence Check List

4.5.1 Management plans, regular meetings/correspondence, policies/MOUs, and other evidence such as media reports, newsletters, other documents of cooperation



Evidence Check List

4.6.1 Plans and content; regional/district development plans



Evidence Check List

5.1.1 Management plan
5.1.2 Links between management plan and annual operational plan; management plan implementation monitoring



Evidence Check List

5.2.1 Means of demarcation documented; operational plans and patrol report; minutes/agreements from meetings with communities on seasonal/time restrictions and arrangements
5.2.2 Law enforcement monitoring reports on specific boundary patrolling and actions



Standard 4.4: Systems for assessing management effectiveness are in place.

(IUCN WCPA Management Effectiveness Framework elements: planning, outputs and outcomes)

Criteria 4.4.1: Management plan/system includes details of planned assessments, e.g. timing, frequency (e.g. 1-3 years), methodology and implementation of findings (see also Standards 4.1 and 10).

Criteria 4.4.2: Management effectiveness assessment results are fed back into management planning (see also Standard 4.1 and 10).



Standard 4.5: Management plan/systems are integrated with neighbouring conservation areas.

(IUCN WCPA Management Effectiveness Framework elements: context and planning)

Criteria 4.5.1: Tiger conservation areas which include significant administrative boundaries (national or international) have integrated their plans where possible, e.g. to ensure sharing of appropriate intelligence and cooperating on enforcement actions, synchronized monitoring, landscape planning, etc. (see also Standard 2.5).



Standard 4.6: Management plan/systems are integrated with other relevant plans.

(IUCN WCPA Management Effectiveness Framework elements: context, planning, outputs and outcomes)

Criteria 4.6.1: Other relevant plans (e.g. specific plans for NGO-funded projects, regional/district development plans, national tourism plans, etc.) are known and integrated with, or where this is not possible do not impede, management (see also Standard 2.4).



Element 5: Management plan/system implementation



Standard 5.1: The management plan/system forms the basis for implementation of conservation activities.

(IUCN WCPA Management Effectiveness Framework elements: output and outcome)

Criteria 5.1.1: The management plan/system sets realistic priorities, strategies and actions that facilitate management, annual operational planning (see also Standard 6.1) and allocation of resources (see also Standard 6.2).

Criteria 5.1.2: All plans concerned with management are integrated (e.g. HWC plan, management plan, annual operational plan, tourism plan, monitoring plan, tiger conservation plan, species action plan, etc.).



Standard 5.2: The physical boundaries of the area are managed.

(IUCN WCPA Management Effectiveness Framework elements: planning, processes and outcome)

Criteria 5.2.1: The physical boundaries (see also Standard 2) of the tiger conservation area are managed (see guidance note I).

Criteria 5.2.2: Boundary encroachment is monitored (using a law enforcement monitoring system such as SMART, MIST, etc.) and managed (see also Standards 15.1 and 15.2).



Guidance note I

Boundary management

Boundaries should be:

- Mapped
- Agreed with all relevant stakeholders
- Defined
- Publicly available
- Clearly and effectively demarcated on the ground and actively

promoted (or demarcation plans should identify steps to be taken to manage or complete demarcation).

Boundary management should include:

- Policies, plans and/or regulations which support effective boundary management, e.g. community

resource use plans, tour operators' right to traverse, rights of way, etc.;

- Access arrangements that are clearly defined, agreed upon and monitored (see also Standard 3);
- Maintenance plans that include boundary demarcation and upkeep;
- Reviews of effectiveness of management (and be adaptable if necessary).



Guidance note J

Operational plans

Operational plans should:

- Operationalize strategic directions set out in the management plan/system;
- Link to and inform annual budgeting;
- Be monitored on a monthly/quarterly basis

Element 6: Management processes

Standard 6.1: Annual operational plans are in place.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcome)

Criteria 6.1.1: Annual operational plans linked to the management plan/system (see also Standard 4) are planned, implemented, monitored, assessed and adapted (see guidance note J).

Standard 6.2: Budget and financial disbursement systems are in place.

(IUCN WCPA Management Effectiveness Framework elements: planning, process, inputs and outputs)

Criteria 6.2.1: Accurate, effective, planned budgeting systems are linked to the management plan and annual operational plan (see also Standards 4.1 and 6.1).

Criteria 6.2.2: Efficient systems for receiving and utilizing funds are in place and monitored (e.g. funding from governments, donors, etc.).

Standard 6.3: Management is transparent and accountable.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 6.3.1: Systems are in place to ensure timely dissemination of information on management decisions and actions to local communities and other stakeholders (see also Standard 4.2).

Criteria 6.3.2: Governance structures responsible for management planning and implementation are acknowledged and known (i.e. who is responsible for the different elements of management).

Criteria 6.3.3: Managers demonstrate leadership qualities which support a best practice approach to management, are held accountable for deliverables within the management plan, and inspire and encourage staff (see Standard 10.2).



Evidence Check List

6.1.1 Annual operational plan and reports on previous implementation; systems in place to monitor and report implementation of the outputs from the work programme; monthly work plan



Evidence Check List

6.2.1-2 Budget and budgeting systems (e.g. software used)



Evidence Check List

6.3.1 Systems of information dissemination

6.3.2 Meetings, workshops, public charters, websites

6.3.3 Best practices recorded

 Evidence Check List

6.4.1 Administration systems in place

 **Standard 6.4: Administrative systems are in place.**

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outputs)

Criteria 6.4.1: Administration systems include all of the following:

- Human resources management
- Health and safety systems
- Operational controls
- Financial management
- Stock control and asset management
- Green management policies and pollution control (see also Standard 8.1).

 Evidence Check List

6.5.1 Complaints management system

 **Standard 6.5: Complaint procedures are in place.**

(IUCN WCPA Management Effectiveness Framework element: process)

Criteria 6.5.1: Transparent and equitable systems are in place for handling complaints and comments about management from all stakeholders.

 **Element 7: Staffing (full-time and part-time)**
 Evidence Check List

- 7.1.1 Proportion of staff positions filled as recommended in assessment report
- 7.1.2 Proportion of staff working on conservation (e.g. research, enforcement)
- 7.1.3-5 Job descriptions, etc.

 **Standard 7.1: Staff are employed to operationalize the annual operational plan/management plan.**

(IUCN WCPA Management Effectiveness Framework elements: inputs and process)

Criteria 7.1.1: Staffing needs are assessed according to the strategies and actions laid out in the management plan (see also Standard 4.1).

Criteria 7.1.2: Staff are in place to meet the needs assessed for effective management.

Criteria 7.1.3: Staffing structure is clearly defined (e.g. reporting hierarchies, decision-making responsibilities).

Criteria 7.1.4: Terms of reference (TORs)/job descriptions are in place for all full-time and part-time positions.

Criteria 7.1.5: Processes are in place to ensure staff are familiar with the management plan (see also Standard 5.1).

 Evidence Check List

- 7.2.1 Staff hired with capacity to fulfil TORs
- 7.2.2-3 Training programmes, training opportunities, etc.

 **Standard 7.2: Trained staff are in place to facilitate management.**

(IUCN WCPA Management Effectiveness Framework elements: inputs and process)

Criteria 7.2.1: Management positions are filled with staff with appropriate capacity.

Criteria 7.2.2: Capacity development programmes are a regular feature of staff development (e.g. training opportunities) (see Standard 15.5).

Criteria 7.2.3: Staff are aware of new and progressive techniques/technology and encouraged to use these in work activities.



Evidence Check List

- 7.3.1-2** Staff contracts, staffing policies
- 7.3.3** Awards systems, etc. in place



Evidence Check List

- 8.1.1-2** Inventory, development plans, placement and condition of infrastructure



Guidance note K

Environmentally friendly infrastructure

- A guide to Smart Green Infrastructure in Tiger Range Countries: A Multi-Level Approach is available from: www.globaltigerinitiative.org
- For more information on ecological footprints see: www.footprintnetwork.org/en/index.php/GFN/page/footprint_basics_overview



Evidence Check List

- 8.2.1** Management plan, codes, contracts, and infrastructure development plans



Evidence Check List

- 8.3.1.** Inventory, placement and condition of facilities



Standard 7.3: Staff insurance and remuneration systems are in place.

(IUCN WCPA Management Effectiveness Framework elements: inputs and process)

Criteria 7.3.1: All staff (including part-time staff and staff not on contract) are adequately covered by insurances (e.g. health insurance, life insurance).

Criteria 7.3.2: Staff pay recognizes qualifications, expertise, working hours and conditions.

Criteria 7.3.3: Systems are in place to recognize staff excellence (e.g. certificates, awards, study leave).



Element 8: Infrastructure, equipment and facilities



Standard 8.1: Management infrastructure is in place and operational.

(IUCN WCPA Management Effectiveness Framework elements: planning and inputs)

Criteria 8.1.1: Infrastructure (e.g. roads for management and tourism, trails, boat landings, bridges, energy sources, staff headquarters, guard posts, etc.) is adequate (in terms of quantity and quality), or plans are in place to develop infrastructure, to ensure effective implementation of the management plan.

Criteria 8.1.2: Investment in infrastructure is prioritised according to management/operational plan implementation.



Standard 8.2: Infrastructure is constructed and maintained to avoid and/or mitigate conservation impact.

(IUCN WCPA Management Effectiveness Framework elements: planning and outcomes)

Criteria 8.2.1: Infrastructure for management and other purposes (e.g. tourism) should:

- Avoid ecologically sensitive habitats;
- Limit visual impacts;
- Ensure building policies are in line with other CA|TS standards (e.g. re invasive species, etc.) (Standard 16.4);
- Include environmentally friendly concepts such as ecological footprint, waste and pollution management, green infrastructure (see guidance note K).



Standard 8.3: Staff facilities are in place and operational.

(IUCN WCPA Management Effectiveness Framework element: inputs)

Criteria 8.3.1: Facilities for staff (head quarters and field staff) should include:

- Medical facilities
- Hostels/quarters
- Easy access to rations
- Kitchens with appropriate facilities (e.g. alternative energy)
- Safe drinking water
- Toilet facilities
- Mobile power/chargers.

 Evidence Check List

8.4.1 Inventory, placement and condition of equipment

 Evidence Check List

8.5.1. Maintenance plans, manuals, log books, etc

 Evidence Check List

9.1.1 Budget and reporting (e.g. UNDP's Financial Sustainability Scorecard for National Systems of Protected Areas)
9.1.2 Donor guarantees, funding agreements

 Evidence Check List

9.2.1 Budget linked to management plan

 Evidence Check List

9.3.1 Budgets and funding proposals

 Evidence Check List

9.4.1 Business plan

 **Standard 8.4: Equipment and services are in place.**

(IUCN WCPA Management Effectiveness Framework element: inputs)

Criteria 8.4.1: Equipment investment is prioritised according to the management/operational plan; basic equipment and services include:

- Equipment: vehicles (cars, boats, etc.); computers; medical equipment; field gear (e.g. compass, backpack, boots, map, GPS, cameras, firearms); wildlife forensics/sample collection kits and surveillance equipment;
- Services: power; internet access, communications (radios, mobile phones, etc.).

Criteria 8.4.2: An evacuation plan exists for injured field staff, visitors, etc.

 **Standard 8.5: Infrastructure, facilities and equipment are maintained.**

(IUCN WCPA Management Effectiveness Framework element: process)

Criteria 8.5.1: Infrastructure, facilities and equipment are regularly and well maintained, and replaced when necessary.

 **Element 9: Sustainability of financial resources**
 **Standard 9.1: Finances are sustainable.**

(IUCN WCPA Management Effectiveness Framework elements: inputs and process)

Criteria 9.1.1: Government funding is adequate and sustainable to allow basic implementation of the annual operational plan.

Criteria 9.1.2: If additional funding (e.g. NGO, donor funding, etc.) is required for full implementation of the annual operational plan, adequacy and sustainability of funding capacity is secured.

Standard 9.2: Budget is linked to management priorities.

(IUCN WCPA Management Effectiveness Framework elements: inputs and process)

Criteria 9.2.1: Budgets are linked to management plan/annual operational plan priorities and include contingency planning for emergency situations (Standard 6.1).

 **Standard 9.3: Additional revenue streams are maximized.**

(IUCN WCPA Management Effectiveness Framework elements: inputs and process)

Criteria 9.3.1: Ability to leverage income from other sources (e.g. NGOs, donors, payment for ecosystem services, additional activities (e.g. tourism), other government departments, species conservation programmes, etc.) is well developed.

 **Standard 9.4: Business plans are developed and implemented where necessary.**

(IUCN WCPA Management Effectiveness Framework elements: planning, processes, outputs and outcomes)

Criteria 9.4.1: A business plan is developed, implemented, monitored, assessed and adapted where necessary (e.g. where large ecotourism developments are in place or planned) (see also Standard 4.1).



Evidence Check List

10.1.1-2 Documentary evidence

Element 10: Adaptive management (feedback loop)

Standard 10.1: Management is adaptive.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 10.1.1: Management plans/systems are flexible enough to implement the findings of management effectiveness assessments (see also Standards 4.1 and 4.5), monitoring and research results (see also Standards 16 and 17).

Standard 10.2: Best practices are recorded.

(IUCN WCPA Management Effectiveness Framework elements: process, outputs and outcomes)

Criteria 10.2.1: Best practices are documented and disseminated (e.g. video interviews, news stories, etc.).

Pillar 3

COMMUNITY



Evidence Check List

11.1.1-2 Management plan; stakeholder evidence; conflict incident records; plans for minimizing HWC; research into prevention, mitigation and reporting strategies, etc.; existence of prevention activities such as fencing, etc.; land use planning/forest management/alternative energy/livelihood strategies which minimize contact, and reduce the need to enter the forest, or buffer households from the impacts of HWC, etc.

11.1.2 HWC Management reports (NGO and/or government), community corroboration, endowment fund for HWC

11.1.3 Plans, records of community meetings and agreements



Evidence Check List

12.1.1 Quantitative measurement, interviews with managers and stakeholders including civil society groups, resolving tenure conflicts

12.1.2-3 Conflict resolution policies/strategies, evidence of compensation programmes /payments



Guidance note L

HWC strategies

The baseline context and the effectiveness of HWC strategies can be assessed using the HWC Rapid Assessment Tool for Safe Systems (see: www.zeropoaching.org/pdfs/HWC_concept_note.pdf). Strategies

should consider approaches inside and outside protected areas.

- Where different agencies are involved in management strategies, effective collaboration between agencies should be in place and harmonization of strategies should be an objective.

- HWC strategies should include surveys of local people to assess views on HWC strategies.
- Land use policies should prevent and mitigate HWC.
- Community outreach programmes should be in place to ensure/increase understanding of HWC.

Element 11: Human–wildlife conflict (HWC)



Standard 11.1: Effective mechanisms for dealing with human-wildlife conflict (HWC) are in place.

(IUCN WCPA Management Effectiveness Framework elements: planning and process)

Criteria 11.1.1: Appropriate management strategies (including policy, prevention, mitigation, responses and understanding the conflict) are planned and implemented (see guidance note L).

Criteria 11.1.2: Monitoring and assessment of HWC management strategies is ongoing and strategies are adapted according to monitoring results.

Criteria 11.1.3: Adequate, consistent, timely, transparent and sustainable compensation schemes (e.g. compensation measures or insurances) are in place and communicated with targeted local residents (e.g. those experiencing the worst HWC) (see also Standard 2.2).

Criteria 11.1.4: Community involvement occurs at all stages in the development and implementation of HWC strategies and compensation schemes.

Element 12: Community relations



Standard 12.1: Conflicts or tensions related to the area are acknowledged and addressed.

(IUCN WCPA Management Effectiveness Framework elements: context, planning, process and outputs)

Criteria 12.1.1: Conflict (e.g. number of complaints, anti-social behaviour linked to discontent related to the tiger conservation area, physical clashes per year between local people and area staff, civil society demonstrations or incidents of unrest targeted at the area, tension related to tenure and resource use, relocation – see also Standard 12.3) is recognized and understood (e.g. root causes, who is involved, what are the key issues, etc.) and recorded.

Criteria 12.1.2: Processes for managing conflict are in place (e.g. visits, meetings, dialogue, compensation mechanisms, protocol for dealing with complaints).

Criteria 12.1.3: Monitoring of conflict resolution measures is in place, and measures are adapted if necessary as the result of monitoring and assessment.



Evidence Check List

- 12.2.1 Relocation plans
- 12.2.2 Support package implementation and monitoring reports



Evidence Check List

- 12.3.1 Maps, surveys, monitoring data
- 12.3.2 Restoration plans and quantitative monitoring data showing status and trends; census data of wildlife



Evidence Check List

- 12.4.1 Governance arrangements (e.g. co-management); stakeholder involvement in management planning (see also Standard 4.2) and management effectiveness assessment, etc.; involvement of local people in users' committees; evidence of democratic local community institutions in the tiger conservation area



Evidence Check List

- 12.5.1 Government policy on benefit sharing in place and evidence of implementation in monitoring reports
- 12.5.2 Social/outreach programmes and monitoring data on livelihoods, income, resource use, functioning of the community



Evidence Check List

- 12.6.1 Policies and practice in relation to cultural identity including studies and assessments on cultural values; assessments/mapping of sacred sites; ethnobotanical studies
- 12.6.2 Management plans, monitoring and zoning



Standard 12.2: Relocation processes are voluntary, equitable and monitored.*

(IUCN WCPA Management Effectiveness Framework elements: process and outcomes)

Criteria 12.2.1: Any relocation should be undertaken only with:

- Free (i.e. voluntary), prior, informed consent;
- Full representation at community level to ensure equity in decision making;
- Fair compensation packages (e.g. in kind or financial);
- The rationale for relocation being clearly stated and communicated to local communities (see also Standard 12.3).

Criteria 12.2.2: Ongoing monitoring (e.g. up to five years after relocation) of commitments to relocated communities is in place.



Standard 12.3: Conservation impacts on the evacuated area are identified, managed and monitored.*

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 12.3.1: Biological rationale for relocation needs to be clearly stated and communicated to local communities.

Criteria 12.3.2: Restoration plans for the evacuated area are developed, implemented and monitored (e.g. re-growth, re-use by tigers and prey).



Standard 12.4: Communities are involved and engaged in appropriate areas of area management.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 12.4.1: Community consultation and involvement in the management of the tiger conservation area/buffer zone is appropriate, clearly planned, implemented, monitored, assessed and documented (see also Standard 4.2).



Standard 12.5: Benefit-sharing/alternative livelihood mechanisms are in place and monitored.

(IUCN WCPA Management Effectiveness Framework elements: planning, process, outputs and outcomes)

Criteria 12.5.1: If in place, government policy on benefit sharing / alternative livelihoods is implemented, monitored and assessed by the tiger conservation area.

Criteria 12.5.2: Approaches undertaken by the tiger conservation area for sharing benefits/alternative livelihoods with communities (e.g. tourism revenue generated and shared) are clearly planned, implemented, monitored, assessed, adapted and documented (see also Standard 4.2).



Standard 12.6: Cultural identity is not compromised.

(IUCN WCPA Management Effectiveness Framework elements: process and outcomes)

Criteria 12.6.1: Cultural values (e.g. local traditions, traditional rights and laws, cultural and religious uses of sites, etc.) are respected in protected area management wherever possible (e.g. when not in contradiction with national laws) (see guidance note M).

Criteria 12.6.2: Management activities restrict threats and enable protection of cultural values (e.g. access to sacred sites, trees, temples, springs, etc.) (see also Standard 1.2) where possible.

 Guidance note M

Understanding cultural identity

Every effort should be made to understand cultural issues relating to the tiger conservation area:

- The written and oral history of land/water use and cultural associations should be gathered and recorded, and should inform

area management where appropriate.

- Local knowledge (also variously referred to as traditional, indigenous, community, customary or practical knowledge) should be incorporated into management plans and monitoring.

The IUCN WCPA Specialist Group on Cultural and Spiritual Values of Protected Areas (www.fsd.nl/csvpa) seeks to identify, define, and provide guidelines for managing the cultural and spiritual dimensions of protected areas and provides many resources on its website, including a set of management principles.

 Evidence Check List

12.7.1 Number of activities and materials produced, media coverage, specialist staff

 **Standard 12.7: Outreach and awareness programmes are in place and monitored.**

(IUCN WCPA Management Effectiveness Framework elements: planning, process, outputs and outcomes)

Criteria 12.7.1: Outreach activities (e.g. community visits to protected area, environmental clubs, local events, school visits, leaflets, videos) are planned and include a focus on tiger conservation (see also Standard 4.1).

Criteria 12.7.2: Conservation outcomes for community projects are defined and monitored.

 Evidence Check List

13.1.1 Research agreements, guidance on filming, bioprospecting agreements

13.1.2 Meeting reports, shared work programmes, activity reports

 **Element 13: Stakeholder relationships**
 **Standard 13.1: Processes are in place to coordinate and cooperate with stakeholders who may impact area management.**

(IUCN WCPA Management Effectiveness Framework element: process)

Criteria 13.1.1: Agreements are in place to protect the ecological, biological, social, cultural and economic values from impacts of research activity in the tiger conservation area (e.g. to protect from biopiracy, maintain dignity of communities in developmental research and activities, etc.) (see also Standard 2).

Criteria 13.1.2: Coordination and cooperation with stakeholders (e.g. researchers, NGOs, service providers, etc.) includes consultation meetings; shared work programmes; cooperation in management planning; cooperative working relationships (e.g. sharing activities, work programming, resource allocation) (see also Standards 4.2 and 12.4).

***Relocation**

CAITS does not endorse relocation as best practice management, but accepts that there may be exceptional cases where relocation with free prior informed consent may take place and thus should be well-managed and monitored.

Pillar 4

TOURISM

Optional – this pillar is only applicable for tiger conservation areas with major tourism objectives.

Element 14: Tourism and interpretation



Evidence Check List

14.1.1 Tourism plans and programmes



Evidence Check List

14.2.1 Interpretation and presentation programmes identify and assess interpretation audiences (demographically, geographically and culturally)

14.2.2 Physical interpretation centre/ information, websites, published guides, etc.

14.2.3 Website

14.2.4-5 Qualified interpretation professionals in place and/or training programmes for guides working in the protected area, codes of conduct, etc.



Standard 14.1: Tourism facilities are in place where appropriate.

(IUCN WCPA Management Effectiveness Framework elements: planning, processes, outputs and outcomes)

Criteria 14.1.1: Tourism facilities (e.g. number of guides and organized activities, safaris, canoe trips, etc.; and physical facilities such as parking, toilets, accommodation/hotels, walking trails, etc.) are designed to have minimal impact on habitat and wildlife.



Standard 14.2: Interpretation facilities are in place where appropriate.

(IUCN WCPA Management Effectiveness Framework elements: planning, processes and outputs)

Criteria 14.2.1: Interpretation needs are understood (e.g. the needs of difference audiences, age groups, etc.) (see guidance note N).

Criteria 14.2.2: Relevant, up-to-date and well-maintained interpretation facilities are at a scale appropriate to the number and type of visitors.

Criteria 14.2.3: Good quality information and interpretation of the area should be available via a number of mediums as appropriate, e.g. dedicated website, visitor guide books, site interpretation boards, etc.

Criteria 14.2.4: Interpretation includes explanation of the wider cultural and spiritual values associated with the tiger.

Criteria 14.2.5: Interpretation includes an explanation of the need for responsible tourism.

Guidance note N

Interpretation

- Local people should be involved in the development of interpretation and presentation programmes to ensure they are locally relevant.
- Intellectual property and traditional cultural rights (e.g. legal ownership and right to use images, texts and other

interpretive materials) should be discussed and clarified when developing interpretation and presentation programmes.

- Qualified interpretation professionals should be included within area staff.
- Interpretation programmes should identify and assess their audiences demographically,

geographically and culturally.

- Interpretation programmes and their physical impact on an area should be monitored and evaluated.
- Interpretation programmes and infrastructure should be designed and constructed in a way that ensures periodic content revision and/or expansion.

Evidence Check List

14.3.1-3 Employment statistics, interviews, surveys

Guidance note O

Tourism plan

The plan should:

- Identify areas where tourism has/will have a high impact;
- Manage sensitive areas to avoid impacts;
- Ensure water provision and solid waste management;
- Include systems for visitor satisfaction survey/monitoring;
- Identify and manage for different tourism flows and seasons;
- Control and manage tourist access;
- Provide guidelines for tour operators and nature guides;
- Assess capacity (training needs) of nature guides and develop/help coordinate training;
- Ensure green infrastructure policies are implemented (see also Standard 8.2);
- Identify tourism zones where appropriate;
- Be linked to an effective interpretation programme (see also Standard 14.2).

Evidence Check List

14.4.1-2 Tourism management plan developed, implemented and monitored (can be part of management plan)

14.4.3 Evidence of alignment of national tourism strategies/plans with tiger conservation area tourism plans

Standard 14.3: Communities are involved in tourism operations where appropriate.

(IUCN WCPA Management Effectiveness Framework elements: planning, processes and outputs)

Criteria 14.3.1: Employment opportunities for local communities in tiger conservation area tourism exist.

Criteria 14.3.2: Training for skills upgrading (e.g. developing skills to enable involvement in managing tourism facilities) to facilitate community involvement in tourism is in place.

Criteria 14.3.3: Employment opportunities are monitored and assessed.

Standard 14.4: Visitor management systems are in place where appropriate.

(IUCN WCPA Management Effectiveness Framework elements: planning, processes, outputs and outcomes)

Criteria 14.4.1: An up-to-date tourism management system/plan is in place which mitigates negative impacts on the area (see also Standard 4.1).

Criteria 14.4.2: The tourism plan is implemented, monitored, assessed and adapted (see guidance note O).

Criteria 14.4.3: Attempts are made to align national tourism strategies/plans with tiger conservation area tourism plans.

Best practice example: Tourism standards and monitoring

Tiger sites which are, or are planning to be, major tourism destinations need particularly careful management. Various tourism standards exist, but there is only one specifically established for nature tourism within tiger habitats. Developed as part of the Travel Operator for Tigers (TOFTigers) Campaign, the PUG Mark accreditation scheme provides specific minimum operating standards and key criteria for accommodation providers and best practice guidelines and commitments for tour operators and service providers. The 'PUG Eco-rating' represents a system of green labelling good practices to encourage long term sustainability. The PUG audit process, which is recognised by the UN-backed Global Sustainable Tourism Council, is designed to assist both visitors and tourism providers with their travel and accommodation choices, by measuring a range of environmental, economic, and social-cultural indicators with the aim of enhancing positive impacts and mitigating negative impacts of tourism in wilderness destinations. For more information visit: www.toftigers.org/pugmark/

Pillar 5

PROTECTION

Element 15: Protection



Evidence Check List

15.1.1-3 Protection strategy/ management plan and evidence of implementation in annual operational plans; annual review of law enforcement monitoring results; patrol reports; standard operating procedure; training reports, etc.

Standard 15.1: A protection strategy is included in the management plan/system and is implemented according to the annual operation plan.

(IUCN WCPA Management Effectiveness Framework elements: planning, processes, outputs and outcomes)

Criteria 15.1.1: A suitable protection strategy is planned (see also guidance note P and Standard 4.1) and considers all of the following:

- Analysis of threats (see also Standard 15.2);
- Communications needs of the patrol (see also Standard 8.4);
- Infrastructure needs for protection (Standard 8.1);
- Transport needs for protection (see also Standard 8.1);
- Training needs (see also Standard 7.2 and 15.2);
- Law enforcement monitoring system e.g. SMART, MIST, MSTRIPES, etc. (see guidance note P);
- Equipment needs (see also Standard 8.4);
- Community involvement in protection (see also Standard 12.4);
- Legal background (see also Standard 3.2 and 3.3);
- Engagement with other enforcement agencies e.g. wildlife crime bureau, judiciary and military;
- Coordinated crime database(s) capable of identifying repeat offenders;
- Tactical approaches and protocols;
- Intelligence gathering and use protocols.

Criteria 15.1.2: Management staff are effectively trained and able to implement the protection strategy (see also Standard 7.2).

Criteria 15.1.3: The protection strategy is implemented in line with the annual operation plan (Standard 6.1) and is assessed and if necessary adapted.



Guidance note P

Monitoring and reporting tools

Protection Audit

To ensure protection strategies are effective sites can use the Protection Audit for Conservation Sites (PACS) tool. The Protection Audit highlights the strengths and weaknesses of the site which aid decision-making, tactical planning and resource allocation. The tool consists of three exercises: 1) Threat Assessment, 2) Enforcement Assessment, and 3) Conservation Oriented Patrol standards (COPS). For more information see: www.zeropoaching.org/pdfs/Protection_Audit_Booklet.pdf

Monitoring Tools

CA|TS along with many conservation organizations advocates the use of SMART (Spatial Monitoring And Reporting Tool) to help monitor, evaluate and adaptively manage patrolling activities in conservation areas. Based on free-to-access software, the SMART application is straightforward and designed to be used on the ground, by area-based staff. Rangers use the tool to capture data collected while on patrol (e.g. patrols, dealing with poaching and other illegal activities,

etc.). SMART helps managers plan enforcement operations by integrating patrol data with intelligence gathered from a variety of sources, providing a more complete picture of poaching and the people involved. It also keeps track of legal and administrative cases resulting from enforcement action. SMART is designed to be compatible with MIST and CyberTracker databases, which makes updating to this system a relatively easy step.

For more information see: www.smartconservationsoftware.org

Evidence Check List

15.2.1-2 Protection strategy and quantitative monitoring data showing status and trends coming from law enforcement monitoring system (e.g. SMART, MIST, MSTRIPES).

Guidance note Q

Threats assessment

Assessment should review for example:

- Number of poachers' camps
- Traps and snares
- Illegal NTFP collection
- Encroachment
- Trespassing
- Tourism infractions
- Arrests and apprehensions
- Carcasses found
- Cartridge shells.

Guidance note R

Protection staff numbers

Protection staff are defined as those staff primary engaged in implementing the protection strategy. Assessing the required number of protection staff should consider:

- Infrastructure (road/path conditions, vehicles, outposts, bases, etc.);
- Transport availability, e.g. boats, elephants (greater mobility means potentially fewer staff);
- Terrain (e.g. rivers, mountains, lakes, etc.);
- Vegetation density;
- Habitat type;
- Ease with which the area can be secured;
- Size of area and length of area boundary;
- Actual level of current and potential threats (see also Standard 15.2).

Evidence Check List

15.3.1-2 Protection strategy and staff TORs

Evidence Check List

15.4.1-4 Protection strategy; needs assessments; inventory of infrastructure/equipment and audit; patrol reports

Standard 15.2: Legal infractions (threats) are known, understood and monitored.

(IUCN WCPA Management Effectiveness Framework elements: processes and outputs)

Criteria 15.2.1: Threats (level, volume and nature of legal infractions) are assessed monthly based on intelligence and patrol data (see guidance note Q)

Criteria 15.2.2: Threats are monitored using a law enforcement monitoring system (e.g. MIST, SMART, MSTRIPES) (see standard 15.1 and 15.10).

Standard 15.3: Protection staff are sufficient in number for tiger protection.

(IUCN WCPA Management Effectiveness Framework element: inputs)

Criteria 15.3.1: Requirements for the number of protection staff have been assessed (see also Standard 7.1).

Criteria 15.3.2: Staff recruited meets the required number of protection staff identified (see also Standard 7.2 and guidance note R).

Standard 15.4: Infrastructure and equipment needs for tiger protection are in place.

(IUCN WCPA Management Effectiveness Framework elements: planning inputs and process)

Criteria 15.4.1: Infrastructure (e.g. roads, ranger stations/outposts, water availability) needs are known and assessed (see also Standard 8.1).

Criteria 15.4.2: Infrastructure is in place, used and adequately maintained (see also Standard 8.5).

Criteria 15.4.3: Equipment (e.g. vehicles, boots, GPS, handsets, weapons, backpacks, medical kits, etc.) needs are known and assessed (see also Standard 8.4).

Criteria 15.4.4: Equipment is in place, used and adequately maintained (see also Standard 8.5).

Best practice example: Simpang Pulai-Kuala Berang road wildlife viaducts, Malaysia

Roads can act as significant barriers to wildlife movement as they fragment habitat and increase road kill. In 2007, the Malaysian government completed the Simpang Pulai-Kuala Berang road, and along with it, the first wildlife underpass viaducts in Southeast Asia. The viaducts provide connectivity for large mammals including tiger and prey species. The initial environmental impact assessment before the road was built suggested fences to mitigate impacts to wildlife. However, the Department of Wildlife and National Parks (Perhilitan) advocated that the viaducts were necessary for connectivity, along with a realignment of the road further away from the Taman Negara National Park boundaries to restrict access for poachers.

Source: Quintero, J., Roca, R., Morgan, A.J., Mathur, A. and X. Schi. 2010. Smart Green Infrastructure in Tiger Range Countries: A Multi-Level Approach, World Bank, Washington DC, USA

 Evidence Check List

15.5.1–2 Training needs assessment and training manual linked to the protection strategy

 **Standard 15.5: Protection field staff are trained.**

(IUCN WCPA Management Effectiveness Framework elements: process)

Criteria 15.5.1: Patrolling skills should include all of the following (see also Standard 7.2 and guidance note S):

- Medical skills
- GPS use
- Awareness of area
- Gathering local knowledge
- Species identification and knowledge of species behaviour
- Knowledge of relevant law (see also Standard 3.1)
- Tracking skills
- Firearm training (where applicable)
- Communication skills
- Knowledge of patrol tactics (see also Standard 15.1)
- Knowledge on data recording monitoring (e.g. law enforcement, species) (see also Standard 15.1)
- Crime scene analysis
- Map reading.

Criteria 15.5.2: Patrolling staff should be physically fit enough to carry out effective work.

 Guidance note S

Basic and advanced ranger trainings

Subjects	Phase 1 – Basic	Phase 2 – Advanced
Field craft	No trace camping Camp site selection Dos and don'ts in the forest Moving safely across terrain	Fitness and endurance, ability to swim (where relevant) Showing consideration of safety and welfare of self and others in the field Maintenance of camping gear Basic maintenance of patrol vehicles Drawing sketch maps from data/observations Crossing terrain safely
Biodiversity value	Understanding importance (nationally, regionally, internationally) of protection values Key wildlife species in the area	Advanced animal tracking techniques Use of camera traps
First aid	Why first aid is important Vital signs Primary survey and secondary survey Accident management Breathing, bleeding, burns and breaks	Advance inspection of patient Gun-shot wounds Bites: animals, snakes, scorpions, spiders Head injuries How to make stretchers Advanced wound dressing
Patrolling	Patrol types Patrol protocols Patrol planning Basic GPS functions Basic navigation	Firearms handling Silent communication techniques Advanced use of GPS, PDAs, range finders Advanced use of communication equipment Use of metal detectors Use of sniffer dogs Use of camera traps for regular surveillance Quality LEM data recording Adaptive Tactical Protection (ATP) Patrol briefings Patrol reports Intelligent patrolling
Intelligence gathering & informants	The difference between information and intelligence Who are informants How to build and manage informant networks Informant incentives	Covert surveillance operations Disguise techniques Use of hidden cameras and other investigation technology (e.g. tracking equipment, voice recorders) Understanding wider crime network and trade nexus Mapping trader family trees Knowledge on hunting tribes Code information, informants and learning the existing trade codes

Subjects	Phase 1 – Basic	Phase 2 – Advanced
Anti-poaching operation planning	Anti-poaching operation planning model Threat analysis Anti-poaching operation planning	Search techniques (personnel, conveyances, premises and area search operations) Arms combating Spot checks Anti-poaching operation planning Evacuation and recovery Organization of raiding teams Counter-intelligence Raid sequence Command chain High-risk raid/low-risk raid/unknown-risk raid Surprise factor in raids
Crime scene investigation	Basic crime scene investigation techniques Evidence collection Evidence recording Crime scene mapping Documentation of evidence Tactical thinking while investigating the crime scene Crime scene evidence photography	Basic forensic (finger prints, biological sample collections) Basic necropsy Footwear, tyre track and other impressions Human remains Contamination control Evidence collection kit Reconstruction of the crime
Legal procedures	Basics of wildlife legislation Basic knowledge on search, arrest, seizure memo, POR/FIR filling	Advance knowledge of wildlife legislation, criminal procedure code, evidence act, penal code Court case filing Witness statement recording Giving testimony in the court Powers and limitation of enforcement officers Mock court exercise Tracking of court cases Court testimony tactics
Interrogation techniques	Understanding purposes of interrogation Basic but vital interrogation questions Precautions during interrogation	Enhanced interrogation techniques Approach phase, questioning phase and termination phase of interrogation METT-T (Mission, Enemy, Troops, Terrain and Time Availability) factors during interrogation
Wildlife rescue & release	Rescue and release	Tranquilization techniques Release consideration Animal care in quarantine Basic treatment of animals
HWC management	NA	Crowd management Tranquilization techniques
Coordination with communities	How to improve relationship with local communities	Conducting awareness programmes Presentation skills Community engagement techniques Awareness tools
Coordination with other enforcement agencies	Importance of working with other enforcement agencies	Introduction to local, provincial, national, regional enforcement agencies INTERPOL, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), Special Task Force (STF), Special Operations Group (SOG), the Association of Southeast Asian Nations Wildlife Enforcement Network (ASEAN-WEN), South Asia Wildlife Enforcement Network (SAWEN) Role of different agencies in law enforcement and how they can help in prevention of forest and wildlife crimes

 **Guidance note T**
Ranger stations

Ranger stations should have:

- Potable water
- Power supply
- Radio communication
- Medical supplies.

 **Evidence Check List**

15.6.1 Maps, quantitative data and protection strategy

15.6.2 Needs assessment, condition of structures, equipment lists, maintenance schedules, inventory, patrol reports

 **Guidance note U**
Patrol frequency

The frequency of patrols will depend on:

- Size of the conservation / protected area
- Terrain
- Level of threat.

All areas should be patrolled at least once annually and more frequently if possible.

 **Evidence Check List**

15.7.1 Protection strategy, operational plans, patrolling reports, law enforcement monitoring report

 **Guidance note V**
Patrol days

Patrol days are defined as the actual number of days a ranger is in the field involved in protection work related to conservation activities. So a day spent, for example, doing road clearing, fixing infrastructure or fixing vehicles is not considered a patrol day. At least 15 days per month should be spent on patrol.

The primary method of patrolling for protection should be on foot except in places where this is impossible e.g. where terrain or climate do not permit. Patrols using other means of transport are sometimes necessary but should not be the norm; they should be recorded highlighting mode of transport and a justification for patrolling in this way.

 **Standard 15.6: Stations and outposts for protection field staff are in place and managed.**

(IUCN WCPA Management Effectiveness Framework elements: inputs and process)

Criteria 15.6.1: Level of permanent field staff presence in stations and outposts is appropriate (e.g. considering patrol needs, habitat, provision of a “visible” presence in the conservation area, etc.) (see also Standard 8.1 and 15.1).

Criteria 15.6.2: Stations and outposts are well equipped and maintained (see also Standard 8.2 and guidance note T).

 **Standard 15.7: Patrols effectively cover the area.**

(IUCN WCPA Management Effectiveness Framework elements: planning and process)

Criteria 15.7.1: Patrol planning is designed to achieve total coverage of the area (see also Standard 15.1 and guidance note U).

 **Standard 15.8: Number of patrol days per ranger per month is planned and implemented.**

(IUCN WCPA Management Effectiveness Framework elements: planning, inputs and process)

Criteria 15.8.1: Patrol targets in terms of coverage and specific objectives for tiger protection should be intelligence driven. Patrols should be planned and implemented on a monthly basis. Foot patrols should be prioritised but other types (e.g. boat, elephant, vehicle, etc.) also included as required (see also Standard 15.3).

Criteria 15.8.2: Minimum number of patrol days to be defined. Patrol days for protection field staff to be considered “working days” (see guidance note V).

Best practice example: Patrol days

The suggestion of a minimum of 15 days per month on patrol was developed in a workshop on enforcement in Vietnam by Southeast Asian enforcement practitioners, governments, protected area managers and NGOs. The discussion went along these lines:

- A working month: Generally a month is considered as 28 days. Four weekends off a month equals eight days off, which then gives you 20 working days total. As most patrols are based in remote places most patrol staff have their days off at one time (e.g. one day travel home and back and six days’ rest).
- Average patrol lengths: On average a month’s patrolling would have two short patrols and two long patrols in it. Patrol staff can usually carry what they need for five days. So two long patrols of five days each, plus two short patrols of two to three days (averaged at five days overall), equals 15 days in total on patrol.
- Patrol preparation: Rangers should not come in from patrol and go out the same day or even the next day unless in exceptional circumstances. So four patrols a month need at least one preparation day after each patrol and long patrols need two to three. As rangers would likely be taking leave after their second long patrol these preparation days came to four /five days a month.
- Patrol time: 15 days on patrol, eight days off and five days preparation and maintenance gives you 28 days in total.

This system has been applied in several protected areas in the region, such as Monduliri Protected Forest in Cambodia.

 Evidence Check List

15.8.1-2 Protection strategy and law enforcement monitoring reports

 Evidence Check List

15.9.1 Success rate between arrest and prosecutions

 Evidence Check List

15.10.1 Training reports and monitoring conviction trends
15.10.2 Protection strategy; compliance with protected area legislation (e.g. records of arrests and convictions); local reporting of illegal activities
15.10.3 Evidence of briefings

 Evidence Check List

15.11.1 Systems in place and implemented
15.11.2-4 Reports analysis from law enforcement planning (see also Standard 17)
15.11.5 System in place and implemented, case record book maintained, cases analysed and gaps identified (e.g. rate of conviction)

 Evidence Check List

15.12.1 Protection strategy and implementation reports
15.12.2 Patrol plans and protection strategy
15.12.3 Intelligence reports, law enforcement monitoring reports
15.12.4-5 Verification system for intelligence to ensure effective protection efforts

 **Standard 15.9: Tiger conservation area staff are aware of, and able to implement, legal instruments.**

(IUCN WCPA Management Effectiveness Framework element: process)

Criteria 15.9.1: Knowledge and ability of to apply legal instruments is current and effective (see also Standard 3.3).

 **Standard 15.10: Local people and legal professionals are aware of the relevant wildlife laws.**

(IUCN WCPA Management Effectiveness Framework element: process)

Criteria 15.10.1: Relevant legal professionals are assisted with training and development in legislation pertaining to species conservation and protection (see also Standard 3.3).

Criteria 15.10.2: Processes are in place to create awareness and involve local people, where appropriate, in protection strategies (e.g. intelligence-gathering networks) (see also Standard 3.3).

Criteria 15.10.3: Prosecutors and staff have regular briefings on ongoing cases (see also Standard 3.3).

 **Standard 15.11: Law enforcement monitoring systems are in place.**

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outputs)

Criteria 15.11.1: Software-based law enforcement monitoring systems such as SMART, MIST, MSTRiPES, etc. are understood and implemented (see also Standard 15.2 and guidance note P).

Criteria 15.11.2: Protection field staff are trained in data collection for monitoring system including use of equipment such as GPS or PDA (personal digital assistant) (see also Standard 7.2).

Criteria 15.11.3: Specific staff are trained for data input and analysis (see also Standard 7.2).

Criteria 15.11.4: Regular (e.g. fortnightly or monthly) feedback from law enforcement monitoring results ensures adaptive tactical protection (see also Standard 15.12).

Criteria 15.11.5: Records of registered crime offences are maintained and tracked, and follow-up mechanisms are in place.

 **Standard 15.12: Protection efforts are intelligence driven.**

(IUCN WCPA Management Effectiveness Framework elements: planning and process)

Criteria 15.12.1: Tactical approaches such as strike forces, sweeps, covert operations, reconnaissance patrols and intelligence-gathering patrols are in place (see also Standard 15.1).

Criteria 15.12.2: Areas of operational responsibility are defined (see also Standard 7.1).

Criteria 15.12.3: Intelligence networks such as informant networks (information purchase, crime hotlines, interrogations, etc.) are in place.

Criteria 15.12.4: Protection strategies and tactics are regularly adapted according to intelligence gathered (see also Standards 10.1 and 15.11).

Criteria 15.12.5: An intelligence verification system is in place to ensure accuracy of intelligence.

Pillar 6

TIGER MANAGEMENT

Element 16: Habitat and prey management

 **Standard 16.1: All habitats capable, now or in the future (e.g. in the case of a recovering population), of supporting a viable or significant population are known.**

(IUCN WCPA Management Effectiveness Framework elements: context and planning)

Criteria 16.1.1: Carrying capacity of tiger and prey is researched and clearly understood (see also Standard 17 and guidance note W).

Guidance note W

Carrying capacity

Carrying capacity is as much about a desired state as a biological target. Based on the area of available habitats (16.2.2) and the current density of prey (16.6) the potential current tiger density can be estimated using densities from other areas as surrogates. However, the actual carrying capacity of an

area depends on management actions to manage habitats, improve water availability, remove invasive species and ultimately increase the prey base, all while also reducing poaching and retaliatory killing. The actual carrying capacity therefore is a desired state that area managers deem both suitable and realistic to achieve and will be a balance

between tiger numbers and human tolerance for tiger density. It is suggested that current and future tiger carrying capacity are identified. The standard can be met if current tiger densities are reached, but this should not prevent striving for higher tiger densities in the future with a better managed area for tiger conservation.

Evidence Check List

16.1.1 Research and monitoring

16.1.2 Threat assessments, including policy and research into land-use planning (see also Standard 5)

Criteria 16.1.2: Threats to habitat, such as development, invasive species, natural disturbance and human encroachment, are clearly analysed and understood (see also Standards 4.1, 8.2, 16.1, 16.2 and 16.3).

 **Standard 16.2: Tiger and prey habitat management systems are in place.**

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Evidence Check List

16.2.1 Tiger conservation and/or management plans (see also Standard 4); research and monitoring results

16.2.2 Maps and monitoring results

16.2.3 Tiger conservation and/or management plans (see also Standard 4); census data; habitat management reports

Criteria 16.2.1: Tiger and prey habitat management requirements are identified, including seasonal movements, prey utilization, connectivity and species composition (see also Standard 4.3).

Criteria 16.2.2: Habitats are mapped and monitored and trend and status data is known for these habitats (see also Standard 2 and guidance note X).

Criteria 16.2.3: Habitat is managed to ensure suitability for tiger conservation (see also Standard 4.3).

Guidance note X

Habitat management

- Tiger distribution should be mapped and monitored (see Standard 17).
- Tiger prey species should be identified and their distribution mapped and monitored over time (see Standard 16.6).
- The ecological needs of tiger prey

species should be identified and management recommendations clearly articulated to maintain or enhance access to these needs.

- Management and recovery plans should be developed for key tiger prey species that need active management to recover their populations to support the tiger carrying capacity being reached.

- Significant habitats should be mapped and their coverage and integrity monitored over time (see Standards 16.3, 16.4 and 16.5).
- Management plans should be developed for each significant habitat to maintain its integrity and/or increase the area it covers to support tiger carrying capacity being reached (see Standard 2.1).

Standard 16.3: Possible impacts of disturbance regimes and disasters are monitored and managed.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 16.3.1: An analysis of potential disturbance regimes and disasters (e.g. fire, flood, drought, storm events or disease) has been conducted and mitigation plans developed (see guidance note Y).

Criteria 16.3.2: Impacts of disturbance regimes and disasters (e.g. fire, flood, drought, storm events or disease) are mapped, monitored and managed.

Guidance note Y

Disturbance regimes and disasters

Plans should be in place to mitigate, as far as possible, and where necessary manage serious disturbance and disasters. This includes both natural disasters (e.g. floods, avalanche, tsunami, earthquake, etc.) and anthropogenic disturbance (e.g. arson and fire, drought due to interruption of river flow, pollution events, disease

outbreak, etc.) based on the likelihood of the event (e.g. geology re earthquakes; flood history; impacts of dam construction; climate change projections, etc.).

Actions include, for example:

- Fire squads and watch towers implemented;
- Supplementary feeding plans developed if disaster impacts habitat or prey species;
- Flood refuge high grounds identified;
- Pollution monitoring (see also Standard 16.5);
- Disease threat to tigers or their prey from local livestock and feral animals assessed and monitoring implemented where necessary (e.g. canine distemper virus (CDV), rabies, etc.) (see also Standard 16.6);
- Inoculation against disease;
- Climate change impacts assessed (e.g. scientific literature and projections reviewed).

Evidence Check List

16.3.1-2 Management plan and/or specific mitigation plans for disturbance regimes and disasters (e.g. for flood, fire, drought, disease); reports on success of intervention

Standard 16.4: Invasive species are monitored and managed.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 16.4.1: Invasive species are mapped.

Criteria 16.4.2: Distribution and impact on habitats are assessed.

Criteria 16.4.3: Control strategies are planned and implemented where necessary/possible.

Evidence Check List

16.4.1 Maps and plans

16.4.2-3 Report on actions taken and success of interventions

Standard 16.5: Water sources are monitored and managed.

(IUCN WCPA Management Effectiveness Framework elements: planning, process and outcomes)

Criteria 16.5.1: Water sources (e.g. waterholes, rivers, streams, etc.) are mapped, maintained, monitored and protected (see guidance note Z).

Evidence Check List

16.5.1 Maps, plans and monitoring reports

Guidance note Z

Water source management

This could include where appropriate:

- Impacts of major irrigation, hydropower, logging and mining on water quality understood and managed;
- Monitoring of availability of water sources in different seasons;
- Monitoring of quality of water sources (e.g. levels of pollution);
- Monitoring of river flow regulation (e.g. where dams change river flow);
- Mitigation plans in place for supplying water in times of drought;
- Artificial water sources planned, managed and monitored where necessary.



Evidence Check List

16.6.1 Monitoring data showing status and trends; veterinary inspections and reports; field condition reports



Guidance note AA

Prey populations

Prey monitoring systems should include:

- Regular monitoring of prey base (e.g. line transects, total counts, sign survey, occupancy in sample grids covering all floristic zones, abundance using camera traps, Amur ungulate grids)
- Condition measurement by observation – condition score
- Recruitment (female to fawn ratio from observations or camera traps)
- Disease monitored by tests and/or examination (see also Standard 16.3)
- Total counts.



Standard 16.6: Prey populations are adequate (now and/or in the future) to support viable or significant tiger populations.

(IUCN WCPA Management Effectiveness Framework elements: process and outcomes)

Criteria 16.6.1: Monitoring and management focuses on the availability/sustainability of tiger prey species (see also Standards 4.3 and 17 and guidance note AA).

Pillar 7

TIGER POPULATIONS

 **Element 17: Tiger populations**
**Guidance note BB****Monitoring protocol**

Monitoring protocols should include:

- Objectives: why monitoring is being carried out;
- Bibliography: a list of relevant material (e.g. methodologies, journal articles and reports) and information on previous activities (including constraints to monitoring activities).

Protocol design should consider:

- Method or methods used;
- Standardized procedures for collecting data, including area of monitoring, staffing requirements (e.g. numbers, required training, time allocated), equipment requirements (e.g. vehicles, binoculars, GIS, traps, cameras), budget and safety procedures;
- Frequency of data collection (monthly, quarterly, annually);
- Data collection: indicators to be measured (e.g. species, numbers of sightings, frequency);
- Data analysis: advice regarding analysis and comparison (e.g. analysis software);
- Data management: records should include the monitoring results (data sets).

**Evidence Check List**

17.1.1-3 Monitoring plans and protocols and quantitative monitoring data showing status and trends

17.1.4 Access to new monitoring protocols

**Evidence Check List**

17.2.1 Quantitative monitoring data showing status and trends

17.2.2 Locally reviewed reports; peer reviewed and published papers/reports

**Standard 17.1: Tiger monitoring systems are in place.**

(IUCN WCPA Management Effectiveness Framework element: process)

Criteria 17.1.1: Monitoring protocols are in place to ensure monitoring is scientifically rigorous and replicable (see guidance note BB).

Criteria 17.1.2: Monitoring protocols, field work and analysis is peer-reviewed.

Criteria 17.1.3: Monitoring reviews population size and breeding females (i.e. females with cubs) ideally annually.

Criteria 17.1.4: Monitoring is adaptive to new internationally accepted monitoring protocols but retains trend information.

**Standard 17.2: Monitoring results are used to inform management.**

(IUCN WCPA Management Effectiveness Framework element: process and outcomes)

Criteria 17.2.1: Monitoring results are reflected in decision making and adaptive management and in annual operational plans and management plans/systems (see also Standards 4.1, 4.3, 6.1 and 10).

Criteria 17.2.2: Monitoring results are shared.

Section 7 Evidence checklist

For each of the criteria under the standards outlined above, an evidence checklist is given. The table below summarizes this evidence in the form of a basic checklist of the type of information which should be reviewed when assessing tiger conservation areas against the CA|TS standards and which should be provided in the compliance dossier.

Evidence	Details of evidence required to show compliance with the CA TS criteria (also see evidence checklist boxes after each standard)	CA TS Criteria
1. Management plans/systems	Management plan or system of plans in place; associated tiger conservation plan/recovery or reintroduction plan; implementation monitoring; plan dissemination	1.1.1; 1.1.2; 2.1.1-2; 2.3.1-2; 4.4.1; 4.3; 4.5.1; 4.6.1; 5.1.1-2; 6.3.1; 7.1.1; 7.1.5; 11.1.1; 12.6.2; 16.2.1-3; 16.3.1-2; 16.4.2-3; 16.5.1
2. Operational plan	Operational plan; implementation monitoring	5.1.1-2; 5.2.1; 6.1.1
3. Maps including zoning plans	Maps of: the tiger conservation area; management zones; adjoining protected areas; resources/resource use; cultural sites; law enforcement monitoring; water sources; threats (e.g. invasive species); etc.	1.1.2; 1.2.1-12; 2.1.1-2; 2.3.1-2; 2.5.2; 3.1.1; 5.2.1; 12.6.1; 15.6.1; 16.2.1; 16.3.1-2; 16.4.1; 16.5.1
4. Budget and funding	Budgeting systems; links to management plan and operational plan; assessments of sustainability of budget; fundraising proposals/grants received	5.1.1-2; 6.2.1-2; 9.1.1-2; 9.2.1; 9.3.1
5. Business plan	Business plan	9.4.1
6. Management effectiveness evaluation	Management plan/system; management effectiveness evaluation; adaptive management	4.4.1-2; 10.1.1; 17.2.1
7. Administrative systems	Systems such as human resources management; health and safety systems; operational controls; financial management; stock control and asset management; green management policies and pollution control; complaints management system; staffing/employment systems (recruitment, TORs, contracts, policies; recognition of staff excellence, etc.)	6.4.1; 6.5.1; 7.2.1; 7.3.1-2; 15.3.1-2
8. Infrastructure	Infrastructure records (inventory, maps, procurement, etc.); maintenance records; environmentally friendly infrastructure policies	8.1.1-2; 8.2.1; 15.4.1-2; 15.6.2
9. Facilities and equipment	Staff facilities and equipment (e.g. inventories, maintenance plans/log books, assessments, etc.)	8.3.1; 8.4.1; 8.5.1; 15.4.3-4; 15.6.2
10. Best practices recorded	Documentary evidence (e.g. web stories, local newspaper stories, etc.)	6.3.3; 10.2.1
11. Capacity building	Records of staff skills, requirements and training; policies and assessments of legal professionals training in conservation and protection legislation; local awareness of law enforcement strategies	7.2.2-3; 15.5.1-2; 15.10.1-2; 15.11.2-3
12. Economic evaluations	Reports, papers, studies	1.2.10-12
13. Protection strategy	Protection strategy/management plan; threat assessment; law enforcement monitoring system (e.g. patrol reports, standard operating procedure, training reports, use of SMART/MIST programs, arrest and prosecutions reports, etc.); employment records; staff training and capacity development	5.2.2; 15.1.1 -3; 15.2.1-2; 15.3.1-2; 15.4.1-4; 15.5.1-2; 15.6.1-2; 15.7.1; 15.8.1-2; 15.9.1; 15.10.3; 15.11.1-5; 15.12.1-5
14. Research and monitoring	Threat assessments (including potential disturbance regimes and disasters); monitoring plan integration with other planning instruments; monitoring relevant to ecological, biological, cultural, etc. aspects of management	1.2.1-3; 2.1.1-2; 5.1.2; 12.6.2; 15.2.1; 16.1.2; 16.2.1; 16.3.1-2; 16.4.2; 16.5.1; 17.1.2-4;
15. Tiger and prey specific monitoring	Research and assessment reports; census data; etc.	2.1.1-2; 16.1.1; 16.2.1; 16.6.1; 17.1.1-4; 17.2.1-2

Evidence	Details of evidence required to show compliance with the CA TS criteria (also see evidence checklist boxes after each standard)	CA TS Criteria
16. Regional plans (e.g. development plans, tourism plans)	Maps; documents; meeting reports with regional development planners; tourism strategies; etc.	2.4.1-3; 4.6.1; 14.4.3
17. Transboundary agreements	Policies; memorandums of understanding; plans; agreements; meetings; evidence of communications with neighbouring protected areas	2.5.1-3; 4.5.1;
18. Legal gazettelement	Documentation	3.1.1-2
19. Boundary management	Physical boundaries management plans/systems; encroachment monitoring; conflict resolution processes over any boundary/ access/ governance disputes	3.1.3; 5.2.1-2
20. Legal instruments	Legal instruments including tiger-specific regulations; data on judicial processes (e.g. register of infringements and follow-up actions and outcomes; numbers of arrests, prosecutions, repeat convictions, etc.); evidence that documentation is accessible and known by staff	3.2.1-2; 3.3.1-2
21. Legal expertise	Evidence of access to legal expertise	3.3.4
22. Stakeholder analysis	Stakeholder analysis; lists of stakeholders; mechanisms for engagement with different genders, ages, etc.	4.2.1
23. Stakeholder engagement	Evidence of engagement in management planning; implementing and monitoring; conflict resolution strategies and monitoring; shared work programmes	4.2.2; 6.3.1-2; 11.1.4; 12.1.1-3; 12.4.1; 13.1.2; 15.10.2
24. Benefit sharing	Social/outreach programmes; monitoring data on livelihoods, income, resource use, functioning of the community, etc.; involvement in tourism (employment statistics, interviews, surveys)	12.5.1-2; 14.3.1-3
25. Outreach programmes	Outreach activities (e.g. community visits to protected area, environmental clubs, local events, school visits, leaflets, videos); staff allocated to outreach activities; involvement in tourism (training, etc.)	12.7.1; 14.3.1-3
26. Human–wildlife conflict (HWC)	HWC compensation/relief plans and schemes	2.2.1-2; 5.1.2; 11.1.1-4
27. Local community agreements	Access agreements; relocation plans and agreements; research agreements; guidance on filming; bioprospecting agreements, etc.	3.3.3; 12.2.1-2; 12.3.1-2; 13.1.1-2
28. Ethnobotanical studies	Studies; papers; reports	1.2.4-6; 12.6.1
29. Documentation related to customary law, sacred sites, use, traditional ecological knowledge	Studies; reports; meeting reports; agreements	1.2.7-9; 12.6.1-2
30. Tourism plan (where relevant)	Tourism plan and assessment of implementation; facilities (e.g. maps and inventories); interpretation (e.g. documents, websites, visitor centres/ information, interpretation professionals, training, etc.)	1.2.3; 1.2.6; 1.2.9; 1.2.12; 5.1.2; 14.1.1-5; 14.4.1-3

Section 8 Application for registration

Name of the conservation / protected area	
Country	
Date of establishment of the tiger conservation area	
IUCN protected area management category	
WDPA ID number (see www.protectedplanet.org)	
Name and affiliation of the person responsible for registering for CA TS	
4a. Contact details	
Is there a project or partner working with the tiger conservation area on CA TS? (please provide details)	
CA TS is aimed at tiger conservation areas which have tiger conservation as a target and value. Please provide brief answers (maximum 100 words) to the following questions:	
What are the objectives of the tiger conservation area?	
What is the size of the area (in km ²)?	
Give details (or provide maps) of management zones (e.g. core, buffer, tourism, community use), adjoining protected areas and/or zones which are also habitat for tigers	
The basic information source to determine the justification for a CA TS assessment is an existing management effectiveness evaluation (MEE) e.g. METT, Indian MME TR, Enhancing our Heritage	
Which MEE system/s have been used in the tiger conservation area and when?	
Please attached or provide link to download the MEE report(s)	
If tigers are present in the conservation area, please provide brief answers (maximum 100 words) to the following questions:	
What is the current estimated tiger population and/or tiger density (e.g. number of tigers per 100km ²)?	
Is there evidence of breeding in the last five years?	
Is the population trend stable, increasing or decreasing?	
For areas which currently do not have viable tiger populations. Please provide brief answers (maximum 100 words) to the following questions:	
Why is the area considered suitable to restore a viable tiger population?	
What actions are being taken to restore tiger populations (please provide plan)?	
By completing and signing this form as the official representative of the tiger conservation area you are registering the area for CA TS and hereby agree to work towards achieving CA TS	
Signature:	Date:

Section 9 Documenting standards compliance

The CA|TS website (www.conservationassured.org) includes several forms which should form part of the compliance dossier (see Section 5).

1. **The CA|TS Registration Form:** See Section 8.
2. **CA|TS Field Assessment Form:** This aims to facilitate the initial area assessment process. It includes all the standards and criteria and includes space to make notes against each criterion.
3. **CA|TS National Committee Summary Form:** This form, which summarises the field assessment, aims to facilitate the national committee in deciding whether the various CA|TS standards have been reached, to comment on gaps and actions to fill any standards not achieved and to identify best practices to share with other tiger conservation areas.
4. **CA|TS Review Process Form:** This simple form provides the final step in 'cross checking' the independence of the review and will be undertaken by someone 'outside' the CA|TS process but familiar with the area to ensure all the process have been undertaken effectively and independently
5. **CA|TS Summary Area Assessment:** This form can be used to provide the CA|TS Registered area with a short summary of the findings of the CA|TS review and highlight where actions are needed

Section 10 Glossary and references

Glossary

Annual operational plans: annual work plan and budgeting processes which operationalize the management plan.

Buffer zone: a clearly defined area surrounding a tiger conservation area which has complementary legal and/or customary restrictions placed on its use and development to give an added layer of protection to the tiger conservation area.

Communities: local people with a historical and cultural connection with the area.

Tiger conservation area (for the purposes of CA|TS): a tract of land that has been recognized as tiger habitat and is managed in line with meeting the CA|TS criteria; it may or may not have protected status in order to ensure that natural features, cultural heritage or biota are safeguarded. It may be an area earmarked for, or with a current regime of, commercial or subsistence harvest of timber or other crops compatible with tiger habitat or an area where such crops are grown. A tiger conservation area may be a protected area (e.g. nature reserve, park, wildlife sanctuary, community conserved area), land reclamation project, forest unit, or other area recognized for its ability to support tiger populations or potential to do so.

Conservation landscape (for the purposes of CA|TS): a landscape where the interaction of people and tigers over time has produced an area of distinct character with significant ecological, biological, cultural and scenic value; and where safeguarding the integrity of this interaction is vital to protecting and sustaining the area and its associated conservation and other values. A conservation landscape may contain one or a number of tiger conservation areas, protected areas, community tiger conservation areas, farming zones and areas where other human activity takes place. A conservation landscape should include any areas where tigers interact with people or livestock and this interaction needs to be managed.

Gazetted: legally in force (i.e. through the publishing of information by which official documents come into force and enter the public domain).

Hard edges: buffer zones should be managed to prevent communities being placed at the edge of core zones to help prevent HWC, etc.

Human-wildlife conflict (HWC): interactions between wild animals and people that result in a negative impact on people or their resources, or wild animals or their habitat.

Legal framework: a set of legal processes which can be equally applied to any situation.

Legal instruments: laws national and international which when applied form part of the legal framework.

Management plan: a document or series of documents which outlines the interventions undertaken to manage the tiger conservation area in accordance with the long-term achievement of the strategic plan. The plan should clearly elaborate the area's goal, objectives and activities. Management plans are usually implemented through annual operational plans.

Protected area: IUCN defines a protected area as a clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values (Dudley, 2008).

Strategic plans: higher-level plans than the management plan, these documents outline the long-term vision for the tiger conservation area.

Stakeholders: other local people (see definition re communities), organizations (NGOs, researchers, etc.), service providers (e.g. hydroelectric power companies, water providers, etc.), general public.

Tiger areas: these are areas which tigers are likely to pass through but are not core habitat and thus are not major territories or breeding areas.

Tiger habitats: major tiger territories and breeding areas.

Transboundary protected areas: where administrative boundaries overlap nationally or internationally within a protected area.

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Section 11 Terms of Reference

International executive committee

Background

Conservation Assured is a new conservation tool to set minimum standards for effective management of target species and encourage assessment of these standards in relevant protected areas. The first species-specific standards are for the tiger. The Conservation Assured | Tigers Standards (CA|TS) approach is based on long-term experience of both environmental certification schemes (e.g. the Forest Stewardship Council) and protected area management effectiveness assessments (e.g. the IUCN WCPA Management Effectiveness Framework and associated systems).

CA|TS Governance

CA|TS is headed by an International Executive Committee. Executive Committee Core Responsibilities

- Ensuring CA|TS is effectively and efficiently delivered across tiger range countries.
- Ensuring the CA|TS standards and the accreditation process remain credible and scientifically relevant.
- Providing final approval (or not) for the accreditation of CA|TS sites, based on relevant documentation and the recommendations from National Committees (who run the CA|TS process at country level).
- Ensuring the CA|TS system is linked to other protected area standards and management effectiveness systems (e.g. the IUCN Green List of Protected Areas) as required.
- Ensuring that accredited sites maintain the CA|TS standards and their review is carried out periodically for ensuring their scientific rigour and effectiveness.
- Promoting the adoption of CA|TS by protected area managers and recognition of CA|TS as a critical tool for the recovery and conservation of tigers.

Executive Committee members

- The Executive Committee is made up of international experts in protected area management effectiveness and tiger conservation.
- Members will act in an individual capacity and not represent affiliations (e.g. employer, institution, membership of international body such as the World Commission on Protected Areas).
- Members are expected to exercise independent judgement and reasonable care, skill and diligence when taking decision.
- 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 (comprising of important stakeholders with fair representation from Tiger Range Countries).
- Committee membership is by invitation (based on the agreement of the existing members) and is based on a voluntary and honorary principle.

Description of work

- The committee will nominate and approve a chair and secretary annually to oversee the working of the committee.
- The chair will chair all meetings and take final decisions (see above) when necessary.
- The secretary will liaise closely with the CA|TS management team to organise meetings, take minutes and disseminate all relevant materials to the Executive Committee in a timely manner.
- The 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 committees 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.
- Committee meeting times will be agreed via consensus through facilities such as doodle polls. Agenda's 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 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.

National committees

Description of work

The CA|TS national committee shall consist of five to seven people. The national committee shall work closely with the CA|TS international executive council in finalizing the approval of a tiger conservation area as being CA|TS Registered and CA|TS Approved. The international executive council shall have the responsibility of ensuring that CA|TS approvals of protected tiger conservation areas are aligned with the IUCN Green List of Protected Areas. The international executive council will also ensure there is continuity and uniformity in decisions made on approval by the various national committees. Any discrepancies will be referred back to the national committees.

National committees will be responsible for the ratification of tiger conservation areas registering for CA|TS and for auditing the application dossiers and approving areas that reach the CA|TS. The national committees will work closely with the technical support groups and CA|TS management team in helping tiger conservation areas through the CA|TS process.

After submission and review of the compliance dossier for approval, the national committee should:

- Refer the submission back to the technical support group and tiger conservation area with recommendations for action if CA|TS has not been met.
- Award provisional approval (to be confirmed by the 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”.
- Organize an independent review of the CA|TS process.
- Submit the compliance dossier and CA|TS process review to the CA|TS management team (who will pass these on to the executive committee for final approval to ensure continuity and uniformity across tiger range countries).

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;
- Have the respect of and close links to national conservation bodies both public and private;
- Have a good working knowledge of English.

Working structure of the national committee

- Once formed the national committee should appoint a chair. Chairs of each national committee will automatically be part of the CA|TS council of chairs who will ensure liaison between tiger range countries. This council will aim to meet once every two to three years to share experiences in CA|TS implementation.
- It is envisaged that at least one member of the national committee should travel to each area implementing CA|TS with the technical support group to review the area, so members should be willing and able to travel. (At the committee’s discretion this task could be rotated among the group).
- National committee members will be required to meet at maximum on a quarterly basis.
- Committee members will be expected to produce concise minutes for each meeting held recording attendance (photographs of the meetings should be taken when possible), key decisions, actions, etc.
- The national committee will be considered quorate if there are at least four members present. Committee members need to be certain they can dedicate this time to CA|TS.
- A member should not be employed in a position or obligated to any authority (e.g. government agency, NGO, etc.) in such a way that their participation on the committee could be deemed as a conflict of interests.

Key outputs of the national committee

- Ratification of all applications from areas that register with CA|TS.
- Approval of areas that have registered and meet the CA|TS requirements.
- Recommendations to areas that do not meet the registration requirements or standards on how they can work towards CA|TS Registered or Approved.
- Liaison with the CA|TS executive committee to ensure continuity of CA|TS globally and alignment with the IUCN Green List.
- Liaison with CA|TS technical support group and tiger conservation area managers to ensure that the self-assessment process is comprehensive and complete.
- 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 process review carried out before compliance dossiers are finalized.

Please note: national committee membership is based on a voluntary and honorary principle but expenses and reasonable costs will be reimbursed.

National level independent reviewer

Background

Conservation Assured is a new conservation tool to set standards for effective management of target species and encourage assessment of these standards in relevant protected and conserved areas. The first species-specific standards are for the tiger. The Conservation Assured | Tigers Standards (CA|TS) approach is based on long-term experience of both environmental certification schemes (e.g. the Forest Stewardship Council) and protected area management effectiveness assessments (e.g. the IUCN WCPA Management Effectiveness Framework and associated systems).

Role

The independent reviewer ensures that site level implementation of CA|TS is credible and scientifically relevant and that the decision to recommend CA|TS Approved status by the National Committee is credible, transparent and equivalent in relation to other recommendations made by the National Committee re CA|TS status.

Arrangements relating to hiring a reviewer are solely within the control of the National Committee.

Qualifications and expectations

The reviewer:

- Should be familiar with protected area management effectiveness and tiger conservation in the site's country.
- Is expected to exercise independent judgement and reasonable care, skill and diligence when undertaking the tasks prescribed in this TOR.
- Should be a person of good standing with the national conservation community.
- Should have a good knowledge of the local language at the site being assessed and of English, the working language of CA|TS.

Description of work

- The reviewer will be expected to undertake training on the implementation of CA|TS provided by the CA|TS manager/team.
- The reviewer will complete all sections of CA|TS form F4 to the best of their ability and knowledge.
- All documentation relating to site implementation and the National committees work will be available to the reviewer including the CA|TS Compliance Dossier and all supporting documents and the minutes of meetings of the National Committee leading up to the decision to recommend the site achieving CA|TS Approved status.
- The reviewer is expected to access and review all relevant documentation before completing the assessment form F4.
- The reviewer should read and agree to observe the conditions laid out in the most recent version of the Independent Reviewers TOR (i.e. this document) and the CA|TS Confidentiality Statement.
- The reviewer should be prepared to respond in a thorough and timely way to any questions and queries about the completion of the F4 form from the National Committee, CA|TS support and management team and International Executive Committee.

Section 12 Acknowledgements

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CATS

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Application for CA|TS registration

1. Name of the conservation / protected area	
2. Country	
3. Date of establishment of the conservation / protected area	
4. IUCN protected area management category	
5. WDPA ID number (see www.protectedplanet.org)	
6. Name and affiliation of the person responsible for registering for CA TS	
4a. Contact details	
7. Is there a project or partner working with the conservation / protected area on CA TS? (please provide details)	
8. CA TS is aimed at conservation / protected areas which have tiger conservation as a target and value. Please provide brief answers (maximum 100 words) to the following questions:	
6a. What are the objectives of the conservation / protected area?	
6b. What is the area protected (in km ²)?	
6c. Give details (or provide maps) of management zones (e.g. core, buffer, tourism, community use), adjoining protected areas and/or zones which are also habitat for tigers	
9. The basic information source to determine the justification for a CA TS assessment is an existing site-level management effectiveness evaluation (MEE) e.g. METT, Indian MME TR, Enhancing our Heritage	
7a. Which MEE system/s have been used in the conservation / protected area and when?	
7b. Please attached or provide link to download the MEE report(s)	
10. <i>If tigers are present in the conservation areas.</i> Please provide brief answers (maximum 100 words) to the following questions:	
8e. What is the estimated current tiger population and/or tiger density (e.g. number of tigers per 100km ²)?	
8f. Is there evidence of breeding in the last five years?	
8g. Is the population trend stable, increasing or decreasing?	
11. <i>For sites which currently do not have viable tiger populations.</i> Please provide brief answers (maximum 100 words) to the following questions:	
8a. Why is the area considered suitable to restore a viable tiger population?	
8b. What actions are being taken to restore tiger populations (please provide plan)?	
By completing and signing this form as the official representative of the conservation / protected area you are registering the site for CA TS and hereby agree to work towards achieving CA TS	
Signature:	Date:

CA|TS Field assessment form

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
<p>Standard 1.1: Tiger conservation is an important target and value for the site.</p>	<p>Criteria 1.1.1: The conservation / protected area management plan includes tiger conservation as a major target (see also Standards 4.1, 4.3 and 16.2).</p> <p>Criteria 1.1.2: Conservation areas (e.g. protected areas, buffer zones, conservation corridors, forest area etc.) which are considered important in terms of value for tigers are defined by one or more of the following:</p> <ul style="list-style-type: none"> • The conservation area is large enough to sustain a viable population of tigers (see guidance note A). • There is a significant tiger population (see guidance note B) of a size to support recruitment. • Natural recovery through range expansion or reintroduction is feasible and planned/in progress where current tiger populations are not viable, not significant or not present (see guidance note C). • In some areas (e.g. Russia) tiger density in conservation areas will be naturally very low, but as part of a large landscape these populations will add up to a significant or viable population (see guidance note D). 		
<p>Standard 1.2: The ecological, biological, social,</p>	<p>Criteria 1.2.1: Possible values and benefits of ecosystem services (including REDD+ and areas of high conservation value) have</p>		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
<p>cultural and economic values and benefits of the site have been identified and aligned with tigers as a major conservation target.</p>	<p>been identified.</p>		
	<p>Criteria 1.2.2: If potential ecosystem values and/or benefits are identified, plans are in place to realize the most feasible of these values and/or benefits within the timeframe of the current management plan (see also Standard 4.1) and are aligned with tigers as a conservation target (see also Standard 1.1).</p>		
	<p>Criteria 1.2.3: Ecosystem service values and/or benefits are interpreted and shared with communities and other stakeholders.</p>		
	<p>Criteria 1.2.4: Biodiversity values of the conservation area have been identified.</p>		
	<p>Criteria 1.2.5: Potential values and/or benefits of biodiversity have been evaluated and assessed against, and aligned with, tiger conservation (see also Standards 1.1, 4.3 and 16.2).</p>		
	<p>Criteria 1.2.6: Biodiversity values and/or benefits and their relationship with tiger conservation are interpreted and shared with communities and stakeholders.</p>		
	<p>Criteria 1.2.7: Social, cultural and spiritual values and/or benefits of the conservation area have been identified.</p>		
	<p>Criteria 1.2.8: The impacts (e.g. requirements for access to sacred sites within core areas) and implications (e.g. where tigers are identified as national icons) of social, cultural and spiritual values and/or benefits are considered in management planning (see also Standard</p>		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	4.1), in particular where they contribute to tiger conservation.		
	Criteria 1.2.9: Social, cultural and spiritual values and/or benefits and their relationship with tiger conservation are interpreted and shared with communities and stakeholders.		
	Criteria 1.2.10: Direct and indirect economic values and/or benefits (e.g. non-timber forest products, ecotourism) generated by the conservation area have been identified where possible.		
	Criteria 1.2.11: If potential economic values and/or benefits are identified, plans are in place to realize the most feasible of these values and/or benefits within the timeframe of the current management plan (see also Standard 4.1) and are aligned with tigers as a conservation target (see also Standard 1.1).		
	Criteria 1.2.12: Economic values and/or benefits and their relationship with tiger conservation are interpreted and shared with communities and stakeholders.		
Standard 2.1: Core tiger areas are recognized, acknowledged, managed and maintained.	Criteria 2.1.1: Core areas are defined, mapped and gazetted (where appropriate) (see also Standard 3.1 and guidance note E).		
	Criteria 2.1.2: Integrity of core areas should be managed and maintained both in the planning process and operationally (see also Standard 4.1).		
Standard 2.2: Buffer zones with tiger presence are	Criteria 2.2.1: Buffer zones are defined, mapped and gazetted (where appropriate) (see also Standard 3.1 and guidance note		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
recognized, acknowledged, managed and maintained.	F). Criteria 2.2.2: The buffer zone is managed and maintained to prevent the existence of hard edges (e.g. boundaries where a forested protected area meets agricultural fields immediately outside the boundary) in core areas (see also Standard 4.1).		
Standard 2.3: Other management zones are recognized, acknowledged, managed and maintained.	Criteria 2.3.1: Other management zones (e.g. multiple use zones, community use zones, tourism zones etc.) are defined, mapped and gazetted where necessary.		
	Criteria 2.3.2: Management objectives designed and maintained for these zones are aligned and compatible with tiger conservation, and ensure the integrity of the core areas and buffer zones (see also Standards 1.1, 2.1, 2.2, 4 and 16.2).		
Standard 2.4: Areas critical to tigers outside the protected area are identified and opportunities to engage in tiger conservation are maximized.	Criteria 2.4.1: Relevant agencies and stakeholders are identified and engaged in landscape-scale planning (e.g. develop suitable and/or potential corridors or other areas conducive to tiger conservation) (see also Standards 2.2, 2.3, 2.4 and 2.5).		
	Criteria 2.4.2: Where important and applicable unprotected tiger habitats adjacent to the conservation / protected area have been identified, efforts are under way to include them in the conservation / protected area.		
	Criteria 2.4.3: Infrastructure development that could impact the conservation / protected area has been assessed and all possible mitigation actions planned (see guidance note G).		
Standard 2.5:	Criteria 2.5.1: Relevant agencies and		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
Transboundary connectivity opportunities are maximized for tiger conservation.	stakeholders are identified and engaged to develop transboundary (i.e. political boundaries with neighbouring states or countries) agreements conducive to tiger conservation (see also Standard 4.5).		
	Criteria 2.5.2: Opportunities to develop local agreements on joint management actions have been explored (see also Standard 4.5).		
	Criteria 2.5.3: Local agreements on joint management, where identified, are implemented, monitored, assessed and adapted (see also Standard 4.5).		
Standard 3.1: The site has legal status and is gazetted.	Criteria 3.1.1: The site has legal status that enables effective tiger conservation.		
	Criteria 3.1.2: The physical boundaries of the site are defined, mapped and gazetted (see also Standards 2.1 and 2.2).		
	Criteria 3.1.3: Tenure and legal boundary disputes related to the site have been resolved or mitigated to a level where there is no impediment to effective management.		
Standard 3.2: Legal frameworks and regulations meet the requirements of management.	Criteria 3.2.1: Legal frameworks supporting the area are effective in dealing with current levels of illegal activity.		
	Criteria 3.2.2: Tigers and their prey are specifically protected by law (note: this does not discount activities such as hunting where these are managed sustainably and fall within the legal framework).		
Standard 3.3: The site has a system of law	Criteria 3.3.1: Staff have a sound knowledge of relevant national and international legal instruments (see also		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
enforcement which ensures legal compliance.	Standard 3.2).		
	Criteria 3.3.2: Legal instruments empower staff to take legal action, e.g. make arrests (see also Standard 3.2).		
	Criteria 3.3.3: Where necessary, staff take action to mitigate lack of effective legal instruments (e.g. where community actions need to be modified to protect tigers and ensure minimal HWC, but no legal instrument is suitable).		
	Criteria 3.3.4: The site has access to legal expertise.		
Standard 4.1: Up-to-date management plans/systems are in place.	Criteria 4.1.1: The conservation / protected area has an up-to-date management plan/system (i.e. a 5-10 year strategic plan for managing the area) (see also Standard 1.1 and guidance note H).		
	Criteria 4.1.2: Management plan is aligned with business plan, where business plan exists (see also Standards 9.4).		
Standard 4.2: Management planning is developed with stakeholder involvement.	Criteria 4.2.1: Stakeholders have been identified (see also Standards 12.4 and 13).		
	Criteria 4.2.2: Stakeholder involvement in management planning, and management effectiveness assessment, is planned, implemented, monitored, assessed and adapted (see also Standards 4.2, 6.3 and 12.4).		
Standard 4.3: A tiger conservation plan exists.	Criteria 4.3.1: Specific requirements and management needs of tigers have been considered in the management planning process (see also Standards 1.1 and 16.2), e.g. increased security (see also Standard 15); specialized monitoring (see also Standard 17); safety of people in and		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	around the area (see also Standard 11).		
Standard 4.4: Systems for assessing management effectiveness are in place.	Criteria 4.4.1: Management plan/system includes details of planned assessments, e.g. timing, frequency (e.g. 1-3 years), methodology and implementation of findings (see also Standards 4.1 and 10).		
	Criteria 4.4.2: Management effectiveness assessment results are fed back into management planning (see also Standard 4.1 and 10).		
Standard 4.5: Management plan/systems are integrated with neighbouring protected areas.	Criteria 4.5.1: Conservation / protected areas which include significant administrative boundaries (national or international) have integrated their plans where possible, e.g. to ensure sharing of appropriate intelligence and cooperating on enforcement actions, synchronized monitoring, landscape planning etc. (see also Standard 2.5).		
Standard 4.6: Management plan/systems are integrated with other relevant plans.	Criteria 4.6.1: Other relevant plans (e.g. specific plans for NGO-funded projects, regional/district development plans, national tourism plans etc.) are known and integrated with, or where this is not possible do not impede, management (see also Standard 2.4).		
Standard 5.1: The management plan/system forms the basis for implementation of conservation activities.	Criteria 5.1.1: The management plan/system should set realistic priorities, strategies and actions that facilitate management, annual operational planning (see also Standard 6.1) and allocation of resources (see also Standard 6.2).		
	Criteria 5.1.2: All plans concerned with management are integrated (e.g. HWC plan, management plan, annual		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	operational plan, tourism plan, monitoring plan, tiger conservation plan, species action plan etc.).		
Standard 5.2: The physical boundaries of the site are managed.	Criteria 5.2.1: The physical boundaries (see also Standard 2) of the conservation area are managed (see guidance note I).		
	Criteria 5.2.2: Boundary encroachment is monitored (using a law enforcement monitoring system such as SMART, MIST etc.) and managed (see also Standards 15.1 and 15.2).		
Standard 6.1: Annual operational plans are in place.	Criteria 6.1.1: Annual operational plans linked to the management plan/system (see also Standard 4) are planned, implemented, monitored, assessed and adapted (see guidance note J).		
Standard 6.2: Budget and financial disbursement systems are in place.	Criteria 6.2.1: Accurate, effective, planned budgeting systems are linked to the management plan and annual operational plan (see also Standards 4.1 and 6.1).		
	Criteria 6.2.2: Efficient systems for receiving and utilizing funds are in place and monitored (e.g. funding from governments, donors etc.).		
Standard 6.3: Management is transparent and accountable.	Criteria 6.3.1: Systems are in place to ensure timely dissemination of information on management decisions and actions to local communities and other stakeholders (see also Standard 4.2).		
	Criteria 6.3.2: Governance structures responsible for management planning and implementation are acknowledged and known (i.e. who is responsible for the different elements of management).		
	Criteria 6.3.3: Managers demonstrate		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	<p>leadership qualities which support a best practice approach to management, are held accountable for deliverables within the management plan, and inspire and encourage staff (see Standard 10.2).</p>		
<p>Standard 6.4: Administrative systems are in place.</p>	<p>Criteria 6.4.1: Administration systems include all of the following:</p> <ul style="list-style-type: none"> • Human resources management • Health and safety systems • Operational controls • Financial management • Stock control and asset management • Green management policies and pollution control (see also Standard 8.1). 		
<p>Standard 6.5: Complaint procedures are in place.</p>	<p>Criteria 6.5.1: Transparent and equitable systems are in place for handling complaints and comments about management from all stakeholders.</p>		
<p>Standard 7.1: Staff are employed to operationalize the annual operational plan/management plan.</p>	<p>Criteria 7.1.1: Staffing needs are assessed according to the strategies and actions laid out in the management plan (see also Standard 4.1).</p>		
	<p>Criteria 7.1.2: Staff are in place to meet the needs assessed for effective management.</p>		
	<p>Criteria 7.1.3: Staffing structure is clearly defined (e.g. reporting hierarchies, decision-making responsibilities).</p>		
	<p>Criteria 7.1.4: Terms of reference (TORs)/job descriptions are in place for all full-time and part-time positions.</p>		
	<p>Criteria 7.1.5: Processes are in place to ensure staff are familiar with the management plan (see also Standard 5.1).</p>		
<p>Standard 7.2:</p>	<p>Criteria 7.2.1: Management positions are</p>		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
Trained staff are in place to facilitate management.	filled with staff with appropriate capacity.		
	Criteria 7.2.2: Capacity development programmes are a regular feature of staff development (e.g. training opportunities) (see Standard 15.5).		
	Criteria 7.2.3: Staff are aware of new and progressive techniques/technology and encouraged to use these in work activities.		
Standard 7.3: Staff insurance and remuneration systems are in place.	Criteria 7.3.1: All staff (including part-time staff and staff not on contract) are adequately covered by insurances (e.g. health insurance, life insurance).		
	Criteria 7.3.2: Staff pay recognizes qualifications, expertise, working hours and conditions.		
	Criteria 7.3.3: Systems are in place to recognize staff excellence (e.g. certificates, awards, study leave).		
Standard 8.1: Management infrastructure is in place and operational.	Criteria 8.1.1: Infrastructure (e.g. roads for management and tourism, trails, boat landings, bridges, energy sources, staff headquarters, guard posts etc.) is adequate (in terms of quantity and quality), or plans are in place to develop infrastructure, to ensure effective implementation of the management plan.		
	Criteria 8.1.2: Investment in infrastructure is prioritized according to management/operational plan implementation.		
Standard 8.2: Infrastructure is constructed and maintained to avoid and/or	Criteria 8.2.1: Infrastructure for management and other purposes (e.g. tourism) should: <ul style="list-style-type: none"> • Avoid ecologically sensitive habitats; • Limit visual impacts; 		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
mitigate conservation impact.	<ul style="list-style-type: none"> • Ensure building policies are in line with other CA TS standards (e.g. re invasive species etc.) (Standard 16.4); • Include environmentally friendly concepts such as ecological footprint, waste and pollution management, green infrastructure (see guidance note K). 		
Standard 8.3: Staff facilities are in place and operational.	Criteria 8.3.1: Facilities for staff (head quarters and field staff) should include: <ul style="list-style-type: none"> • Medical facilities • Hostels/quarters • Easy access to rations • Kitchens with appropriate facilities (e.g. alternative energy) • Safe drinking water • Toilet facilities • Mobile power/chargers. 		
Standard 8.4: Equipment and services are in place.	Criteria 8.4.1: Equipment investment is prioritized according to the management/operational plan; basic equipment and services include: <ul style="list-style-type: none"> • <i>Equipment:</i> vehicles (cars, boats, etc.); computers; medical equipment; field gear (e.g. compass, backpack, boots, map, GPS, cameras, firearms); wildlife forensics/sample collection kits and surveillance equipment; • <i>Services:</i> Power; internet access, communications (radios, mobile phones etc.). 		
	Criteria 8.4.2: An evacuation plan exists for injured field staff, visitors etc.		
Standard 8.5: Infrastructure,	Criteria 8.5.1: Infrastructure, facilities and equipment are regularly and well		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
facilities and equipment are maintained.	maintained, and replaced when necessary.		
Standard 9.1: Finances are sustainable.	Criteria 9.1.1: Government funding is adequate and sustainable to allow basic implementation of the annual operational plan.		
	Criteria 9.1.2: If additional funding (e.g. NGO, donor funding etc.) is required for full implementation of the annual operational plan, adequacy and sustainability of funding capacity is secured.		
Standard 9.2: Budget is linked to management priorities.	Criteria 9.2.1: Budgets are linked to management plan/annual operational plan priorities and include contingency planning for emergency situations (Standard 6.1).		
Standard 9.3: Additional revenue streams are maximized.	Criteria 9.3.1: Ability to leverage income from other sources (e.g. NGOs, donors, payment for ecological services, additional activities (e.g. tourism), other government departments, species conservation programmes etc.) is well developed.		
Standard 9.4: Business plans are developed and implemented where necessary.	Criteria 9.4.1: A business plan is developed, implemented, monitored, assessed and adapted where necessary (e.g. where large ecotourism developments are in place or planned) (see also Standard 4.1).		
Standard 10.1: Management is adaptive.	Criteria 10.1.1: Management plans/systems are flexible enough to implement the findings of management effectiveness assessments (see also Standards 4.1 and 4.5), monitoring and research results (see also Standards 16 and 17).		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
Standard 10.2: Best practices are recorded.	Criteria 10.2.1: Best practices are documented and disseminated (e.g. video interviews, news stories etc.).		
Standard 11.1: Effective mechanisms for dealing with human-wildlife conflict (HWC) are in place.	Criteria 11.1.1: Appropriate mitigation strategies are planned and implemented (see guidance note L).		
	Criteria 11.1.2: Monitoring and assessment of HWC mitigation strategies is ongoing and strategies are adapted according to monitoring results.		
	Criteria 11.1.3: Adequate, consistent, timely, transparent and sustainable compensation schemes (e.g. compensation measures or insurances) are in place and communicated with targeted local residents (e.g. those experiencing the worst HWC) (see also Standard 2.2).		
	Criteria 11.1.4: Community involvement occurs at all stages in the development and implementation of HWC strategies and compensation schemes.		
Standard 12.1: Conflicts or tensions related to the site are acknowledged and addressed.	Criteria 12.1.1: Conflict (e.g. number of complaints, anti-social behaviour linked to discontent related to the protected area, physical clashes per year between local people and protected area staff, civil society demonstrations or incidents of unrest targeted at the protected area, tension related to tenure and resource use, relocation – see also Standard 12.3) is recognized and understood (e.g. root causes, who is involved, what are the key issues etc.) and recorded.		
	Criteria 12.1.2: Processes for managing conflict are in place (e.g. visits, meetings,		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	<p>dialogue, compensation mechanisms, protocol for dealing with complaints).</p> <p>Criteria 12.1.3: Monitoring of conflict resolution measures is in place, and measures are adapted if necessary as the result of monitoring and assessment.</p>		
<p>Standard 12.2: Relocation processes are voluntary, equitable and monitored.</p>	<p>Criteria 12.2.1: Any relocation should be undertaken only with:</p> <ul style="list-style-type: none"> • Free (i.e. voluntary), prior, informed consent; • Full representation at community level to ensure equity in decision making; • Fair compensation packages (e.g. in kind or financial); • The rationale for relocation being clearly stated and communicated to local communities (see also Standard 12.3). <p>Criteria 12.2.2: Ongoing monitoring (e.g. up to five years after relocation) of commitments to relocated communities is in place.</p>		
<p>Standard 12.3: Conservation impacts on the evacuated area are identified, managed and monitored.</p>	<p>Criteria 12.3.1: Biological rationale for relocation needs to be clearly stated and communicated to local communities.</p> <p>Criteria 12.3.2: Restoration plans for the evacuated area are developed, implemented and monitored (e.g. re-growth, re-use by tigers and prey).</p>		
<p>Standard 12.4: Communities are involved and engaged in appropriate areas of site</p>	<p>Criteria 12.4.1: Community consultation and involvement in the management of the conservation area/buffer zone is appropriate, clearly planned, implemented, monitored, assessed and documented (see also Standard 4.2).</p>		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
management.			
Standard 12.5: Benefit-sharing/alternative livelihood mechanisms are in place and monitored.	Criteria 12.5.1: If in place, government policy on benefit sharing /alternative livelihoods is implemented, monitored and assessed by the conservation area.		
	Criteria 12.5.2: Approaches undertaken by the conservation / protected area for sharing benefits/alternative livelihoods with communities (e.g. tourism revenue generated and shared) are clearly planned, implemented, monitored, assessed, adapted and documented (see also Standard 4.2).		
Standard 12.6: Cultural identity is not compromised.	Criteria 12.6.1: Cultural values (e.g. local traditions, traditional rights and laws, cultural and religious uses of sites etc.) are respected in protected area management wherever possible (e.g. when not in contradiction with national laws) (see guidance note M).		
	Criteria 12.6.2: Management activities restrict threats and enable protection of cultural values (e.g. access to sacred sites, trees, temples, springs etc.) (see also Standard 1.2) where possible.		
Standard 12.7: Outreach and awareness programmes are in place and monitored.	Criteria 12.7.1: Outreach activities (e.g. community visits to protected area, environmental clubs, local events, school visits, leaflets, videos) are planned and include a focus on tiger conservation (see also Standard 4.1).		
	Criteria 12.7.2: Conservation outcomes for community projects are defined and monitored.		
Standard 13.1:	Criteria 13.1.1: Agreements are in place to		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
Processes are in place to coordinate and cooperate with stakeholders who may impact site management.	protect the ecological, biological, social, cultural and economic values from impacts of research activity in the conservation area (e.g. to protect from biopiracy, maintain dignity of communities in developmental research and activities etc.) (see also Standard 2).		
	Criteria 13.1.2: Coordination and cooperation with stakeholders (e.g. researchers, NGOs, service providers etc.) includes consultation meetings; shared work programmes; cooperation in management planning; cooperative working relationships (e.g. sharing activities, work programming, resource allocation) (see also Standards 4.2 and 12.4).		
Standard 14.1: Tourism facilities are in place where appropriate.	Criteria 14.1.1: Tourism facilities (e.g. number of guides and organized activities, safaris, canoe trips etc.; and physical facilities such as parking, toilets, accommodation/hotels, walking trails etc.) are designed to have minimal impact on habitat and wildlife.		
Standard 14.2: Interpretation facilities are in place where appropriate.	Criteria 14.2.1: Interpretation needs are understood (e.g. the needs of difference audiences, age groups etc.) (see guidance note N).		
	Criteria 14.2.2: Relevant, up-to-date and well-maintained interpretation facilities are at a scale appropriate to the number and type of visitors.		
	Criteria 14.2.3: Good quality information and interpretation of the area should be available via a number of mediums as		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	appropriate, e.g. dedicated website, visitor guide books, site interpretation boards etc.		
	Criteria 14.2.4: Interpretation includes explanation of the wider cultural and spiritual values associated with the tiger.		
	Criteria 14.2.5: Interpretation includes an explanation of the need for responsible tourism.		
Standard 14.3: Communities are involved in tourism operations where appropriate.	Criteria 14.3.1: Employment opportunities for local communities in conservation / protected area tourism exist.		
	Criteria 14.3.2: Training for skills upgrading (e.g. developing skills to enable involvement in managing tourism facilities) to facilitate community involvement in tourism is in place.		
	Criteria 14.3.3: Employment opportunities are monitored and assessed.		
Standard 14.4: Visitor management systems are in place where appropriate.	Criteria 14.4.1: An up-to-date tourism management system/plan is in place which mitigates negative impacts on the area (see also Standard 4.1).		
	Criteria 14.4.2: The tourism plan is implemented, monitored, assessed and adapted (see guidance note O).		
	Criteria 14.4.3: Attempts are made to align national tourism strategies/plans with conservation / protected area tourism plans.		
Standard 15.1: A protection strategy is included in the management plan/system and is	Criteria 15.1.1: A suitable protection strategy is planned (see also Standard 4.1) and considers all of the following: <ul style="list-style-type: none"> • Analysis of threats (see also Standard 15.2); • Communications needs of the patrol 		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
<p>implemented according to the annual operation plan.</p>	<p>(see also Standard 8.4);</p> <ul style="list-style-type: none"> • Infrastructure needs for protection (Standard 8.1); • Transport needs for protection(see also Standard 8.1); • Training needs (see also Standard 7.2 and 15.2); • Law enforcement monitoring system e.g. SMART, MIST , MSTripES etc. (see guidance note P); • Equipment needs (see also Standard 8.4); • Community involvement in protection (see also Standard 12.4); • Legal background (see also Standard 3.2 and 3.3); • Engagement with other enforcement agencies e.g. wildlife crime bureau, judiciary and military; • Coordinated crime database/s capable of identifying repeat offenders; • Tactical approaches and protocols; • Intelligence gathering and use protocols. 		
	<p>Criteria 15.1.2: Management staff are effectively trained and able to implement the protection strategy (see also Standard 7.2).</p>		
	<p>Criteria 15.1.3: The protection strategy is implemented in line with the annual operation plan (Standard 6.1) and is assessed and if necessary adapted.</p>		
<p>Standard 15.2: Legal infringement (threats) are</p>	<p>Criteria 15.2.1: Threats (level, volume and nature of legal infractions) are assessed monthly based on intelligence and patrol</p>		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
known, understood and monitored.	data (see guidance note Q).		
	Criteria 15.2.2: Threats are monitored using a law enforcement monitoring system (e.g. MIST, SMART, MSTRIPES) (see standard 15.1 and 15.10).		
Standard 15.3: Protection staff are sufficient in number for tiger protection.	Criteria 15.3.1: Requirements for the number of protection staff have been assessed (see also Standard 7.1).		
	Criteria 15.3.2: Staff recruited meets the required number of protection staff identified (see also Standard 7.2 and guidance note R).		
Standard 15.4: Infrastructure and equipment needs for tiger protection are in place.	Criteria 15.4.1: Infrastructure (e.g. roads, ranger stations/outposts, water availability) needs are known and assessed (see also Standard 8.1).		
	Criteria 15.4.2: Infrastructure is in place, used and adequately maintained (see also Standard 8.5).		
	Criteria 15.4.3: Equipment (e.g. vehicles, boots, GPS, handsets, weapons, backpacks, medical kits etc.) needs are known and assessed (see also Standard 8.4).		
	Criteria 15.4.4: Equipment is in place, used and adequately maintained (see also Standard 8.5).		
Standard 15.5: Protection field staff are trained.	Criteria 15.5.1: Patrolling skills should include all of the following (see also Standard 7.2 and guidance note S): <ul style="list-style-type: none"> • Medical skills • GPS use • Awareness of area • Gathering local knowledge • Species identification and knowledge of species behaviour 		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	<ul style="list-style-type: none"> • Knowledge of relevant law (see also Standard 3.1) • Tracking skills • Firearm training (where applicable) • Communication skills • Knowledge of patrol tactics (see also Standard 15.1) • Knowledge on data recording monitoring (e.g. law enforcement, species) (see also Standard 15.1) • Crime scene analysis • Map reading. 		
	<p>Criteria 15.5.2: Patrolling staff should be physically fit enough to carry out effective work.</p>		
<p>Standard 15.6: Stations and outposts for protection field staff are in place and managed.</p>	<p>Criteria 15.6.1: Level of permanent field staff presence in stations and outposts is appropriate (e.g. considering patrol needs, habitat, provision of a “visible” presence in the protected area etc.) (see also Standard 8.1 and 15.1).</p>		
	<p>Criteria 15.6.2: Stations and outposts are well equipped and maintained (see also Standard 8.2 and guidance note T).</p>		
<p>Standard 15.7: Patrols effectively cover the site.</p>	<p>Criteria 15.7.1: Patrol planning is designed to achieve total coverage of the area (see also Standard 15.1 and guidance note U).</p>		
<p>Standard 15.8: Number of patrol days per ranger per month is planned and implemented.</p>	<p>Criteria 15.8.1: Patrol targets in terms of coverage and specific objectives for tiger protection should be intelligence driven. Patrols should be planned and implemented on a monthly basis. Foot patrols should be prioritized but other types (e.g. boat, elephant, vehicle etc.) also included as required (see also Standard</p>		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	<p>15.3).</p> <p>Criteria 15.8.2: Minimum number of patrol days to be defined. Patrol days for protection field staff to be considered “working days” (see guidance note V).</p>		
<p>Standard 15.9: Conservation area staff are aware of, and able to implement, legal instruments.</p>	<p>Criteria 15.9.1: Knowledge and ability of to apply legal instruments is current and effective (see also Standard 3.3).</p>		
<p>Standard 15.10: Local people and legal professionals are aware of the relevant wildlife laws.</p>	<p>Criteria 15.10.1: Relevant legal professionals are assisted with training and development in legislation pertaining to species conservation and protection (see also Standard 3.3).</p>		
	<p>Criteria 15.10.2: Processes are in place to create awareness and involve local people, where appropriate, in protection strategies (e.g. intelligence-gathering networks) (see also Standard 3.3).</p>		
	<p>Criteria 15.10.3: Prosecutors and staff have regular briefings on ongoing cases (see also Standard 3.3).</p>		
<p>Standard 15.11: Law enforcement monitoring systems are in place.</p>	<p>Criteria 15.11.1: Software-based law enforcement monitoring systems such as SMART, MIST, MSTRiPES are understood and implemented (see also Standard 15.2 and guidance note P).</p>		
	<p>Criteria 15.11.2: Protection field staff are trained in data collection for monitoring system including use of equipment such as GPS or PDA (personal digital assistant) (see also Standard 7.2).</p>		
	<p>Criteria 15.11.3: Specific staff are trained</p>		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
	<p>for data input and analysis (see also Standard 7.2).</p> <p>Criteria 15.11.4: Regular (e.g. fortnightly or monthly) feedback from law enforcement monitoring results ensures adaptive tactical protection (see also Standard 15.12).</p> <p>Criteria 15.11.5: Records of registered crime offences maintained and tracked, and follow-up mechanism in place.</p>		
<p>Standard 15.12: Protection efforts are intelligence driven.</p>	<p>Criteria 15.12.1: Tactical approaches such as strike forces, sweeps, covert operations, reconnaissance patrols and intelligence-gathering patrols are in place (see also Standard 15.1).</p> <p>Criteria 15.12.2: Areas of operational responsibility are defined (see also Standard 7.1).</p> <p>Criteria 15.12.3: Intelligence networks such as informant networks (information purchase, crime hotlines, interrogations etc.) is in place.</p> <p>Criteria 15.12.4: Protection strategies and tactics are regularly adapted according to intelligence gathered (see also Standards 10.1 and 15.11).</p> <p>Criteria 15.12.5: An intelligence verification system is in place to ensure accuracy of intelligence.</p>		
<p>Standard 16.1: All habitats capable, now or in the future (e.g. in the case of a recovering</p>	<p>Criteria 16.1.1: Carrying capacity of tiger and prey is researched and clearly understood (see also Standard 17 and guidance note W).</p> <p>Criteria 16.1.2: Threats to habitat, such as development, invasive species, natural</p>		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
population), of supporting a viable or significant population are known.	disturbance and human encroachment, are clearly analyzed and understood (see also Standards 4.1, 8.2, 16.1, 16.2 and 16.3).		
Standard 16.2: Tiger and prey habitat management systems are in place.	Criteria 16.2.1: Tiger and prey habitat management requirements are identified, including seasonal movements, prey utilization, connectivity and species composition (see also Standard 4.3).		
	Criteria 16.2.2: Habitats are mapped and monitored and trend and status data is known for these habitats (see also Standard 2 and guidance note X).		
	Criteria 16.2.3: Habitat is managed to ensure suitability for tiger conservation (see also Standard 4.3).		
Standard 16.3: Possible impacts of disturbance regimes and disasters are monitored and managed.	Criteria 16.3.1: An analysis of potential disturbance regimes and disasters (e.g. fire, flood, drought, storm events or disease) has been conducted and mitigation plans developed (see guidance note Y).		
	Criteria 16.3.2: Impacts of disturbance regimes and disasters (e.g. fire, flood, drought, storm events or disease) are mapped, monitored and managed.		
Standard 16.4: Invasive species are monitored and managed.	Criteria 16.4.1: Invasive species are mapped.		
	Criteria 16.4.2: Distribution and impact on habitats are assessed.		
	Criteria 16.4.3: Control strategies are planned and implemented where necessary/possible.		
Standard 16.5: Water sources are	Criteria 16.5.1: Water sources (e.g. waterholes, rivers, streams etc.) are		

Standard	Criteria	Suggested evidence base	Self Assessment including actual evidence base
monitored and managed.	mapped, maintained, monitored and protected (see guidance note Z).		
Standard 16.6: Prey populations are adequate (now and/or in the future) to support viable or significant tiger populations.	Criteria 16.6.1: Monitoring and management focuses on the availability/sustainability of tiger prey species (see also Standards 4.3 and 17 and guidance note AA).		
Standard 17.1: Tiger monitoring systems are in place.	Criteria 17.1.1: Monitoring protocols are in place to ensure monitoring is scientifically rigorous and replicable (see guidance note BB).		
	Criteria 17.1.2: Monitoring protocols, field work and analysis is peer-reviewed.		
	Criteria 17.1.3: Monitoring reviews population size and breeding females (i.e. females with cubs) ideally annually.		
	Criteria 17.1.4: Monitoring is adaptive to new internationally accepted monitoring protocols but retains trend information.		
Standard 17.2: Monitoring results are used to inform management.	Criteria 17.2.1: Monitoring results are reflected in decision making and adaptive management and in annual operational plans and management plans/systems (see also Standards 4.1, 4.3, 6.1 and 10).		
	Criteria 17.2.2: Monitoring results are shared.		

Standard	Assessment of whether standards have been achieved Tick only one box per standard			
	Standard exceeded	Standard achieved	Standard mainly achieved	Standard not achieved
Standard 1.1: Tiger conservation is an important target and value for the site.				
Notes/actions:				
Standard 1.2: The ecological, biological, social, cultural and economic values and benefits of the site have been identified and aligned with tigers as a major conservation target.				
Notes/actions:				
Standard 2.1: Core tiger areas are recognized, acknowledged, managed and maintained.				
Notes/actions:				
Standard 2.2: Buffer zones with tiger presence are recognized, acknowledged, managed and maintained.				
Notes/actions:				
Standard 2.3: Other management zones are recognized, acknowledged, managed and maintained.				
Notes/actions:				
Standard 2.4: Areas critical to tigers outside the protected area are identified and opportunities to engage in tiger conservation are maximized.				
Notes/actions:				
Standard 2.5: Transboundary connectivity opportunities are maximized for tiger conservation.				
Notes/actions:				
Standard 3.1: The site has legal status and is gazetted.				
Notes/actions:				
Standard 3.2: Legal frameworks and regulations meet the requirements of management.				
Notes/actions:				
Standard 3.3: The site has a system of law enforcement which ensures legal compliance.				
Notes/actions:				
Standard 4.1: Up-to-date management plans/systems are in place.				

Standard	Assessment of whether standards have been achieved Tick only one box per standard			
	Standard exceeded	Standard achieved	Standard mainly achieved	Standard not achieved
Notes/actions:				
Standard 4.2: Management planning is developed with stakeholder involvement.				
Notes/actions:				
Standard 4.3: A tiger conservation plan exists.				
Notes/actions:				
Standard 4.4: Systems for assessing management effectiveness are in place.				
Notes/actions:				
Standard 4.5: Management plan/systems are integrated with neighbouring protected areas.				
Notes/actions:				
Standard 4.6: Management plan/systems are integrated with other relevant plans.				
Notes/actions:				
Standard 5.1: The management plan/system forms the basis for implementation of conservation activities.				
Notes/actions:				
Standard 5.2: The physical boundaries of the site are managed.				
Notes/actions:				
Standard 6.1: Annual operational plans are in place.				
Notes/actions:				
Standard 6.2: Budget and financial disbursement systems are in place.				
Notes/actions:				
Standard 6.3: Management is transparent and accountable.				
Notes/actions:				
Standard 6.4: Administrative systems are in place.				
Notes/actions:				
Standard 6.5: Complaint procedures are in place.				
Notes/actions:				
Standard 7.1: Staff are employed to operationalize the annual operational plan/management plan.				
Notes/actions:				
Standard 7.2: Trained staff are in				

Standard	Assessment of whether standards have been achieved Tick only one box per standard			
	Standard exceeded	Standard achieved	Standard mainly achieved	Standard not achieved
place to facilitate management.				
Notes/actions:				
Standard 7.3: Staff insurance and remuneration systems are in place.				
Notes/actions:				
Standard 8.1: Management infrastructure is in place and operational.				
Notes/actions:				
Standard 8.2: Infrastructure is constructed and maintained to avoid and/or mitigate conservation impact.				
Notes/actions:				
Standard 8.3: Staff facilities are in place and operational.				
Notes/actions:				
Standard 8.4: Equipment and services are in place.				
Notes/actions:				
Standard 8.5: Infrastructure, facilities and equipment are maintained.				
Notes/actions:				
Standard 9.1: Finances are sustainable.				
Standard 9.2: Budget is linked to management priorities.				
Notes/actions:				
Standard 9.3: Additional revenue streams are maximized.				
Notes/actions:				
Standard 9.4: Business plans are developed and implemented where necessary.				
Notes/actions:				
Standard 10.1: Management is adaptive.				
Notes/actions:				
Evidence base:				
Standard 10.2: Best practices are recorded.				
Notes/actions:				
Standard 11.1: Effective mechanisms for dealing with human-wildlife conflict (HWC) are in place.				
Notes/actions:				
Standard 12.1: Conflicts or tensions related to the site are				

Standard	Assessment of whether standards have been achieved Tick only one box per standard			
	Standard exceeded	Standard achieved	Standard mainly achieved	Standard not achieved
acknowledged and addressed.				
Notes/actions:				
Standard 12.2: Relocation processes are voluntary, equitable and monitored.				
Notes/actions:				
Standard 12.3: Conservation impacts on the evacuated area are identified, managed and monitored.				
Notes/actions:				
Standard 12.4: Communities are involved and engaged in appropriate areas of site management.				
Notes/actions:				
Standard 12.5: Benefit-sharing/alternative livelihood mechanisms are in place and monitored.				
Notes/actions:				
Standard 12.6: Cultural identity is not compromised.				
Notes/actions:				
Standard 12.7: Outreach and awareness programmes are in place and monitored.				
Notes/actions:				
Standard 13.1: Processes are in place to coordinate and cooperate with stakeholders who may impact site management.				
Notes/actions:				
Standard 14.1: Tourism facilities are in place where appropriate.				
Notes/actions:				
Standard 14.2: Interpretation facilities are in place where appropriate.				
Notes/actions:				
Standard 14.3: Communities are involved in tourism operations where appropriate.				
Notes/actions:				
Standard 14.4: Visitor management systems are in place where appropriate.				
Notes/actions:				
Standard 15.1: A protection strategy is included in the management plan/system and is implemented according to the				

Standard	Assessment of whether standards have been achieved Tick only one box per standard			
	Standard exceeded	Standard achieved	Standard mainly achieved	Standard not achieved
annual operation plan.				
Notes/actions:				
Standard 15.2: Legal infringement (threats) are known, understood and monitored.				
Notes/actions:				
Standard 15.3: Protection staff are sufficient in number for tiger protection.				
Notes/actions:				
Standard 15.4: Infrastructure and equipment needs for tiger protection are in place.				
Notes/actions:				
Standard 15.5: Protection field staff are trained.				
Notes/actions:				
Standard 15.6: Stations and outposts for protection field staff are in place and managed.				
Notes/actions:				
Standard 15.7: Patrols effectively cover the site.				
Standard 15.8: Number of patrol days per ranger per month is planned and implemented.				
Notes/actions:				
Standard 15.9: Conservation area staff are aware of, and able to implement, legal instruments.				
Notes/actions:				
Standard 15.10: Local people and legal professionals are aware of the relevant wildlife laws				
Notes/actions:				
Standard 15.11: Law enforcement monitoring systems are in place.				
Notes/actions:				
Standard 15.12: Protection efforts are intelligence driven.				
Notes/actions:				
Standard 16.1: All habitats capable, now or in the future (e.g. in the case of a recovering population), of supporting a viable or significant population are known.				
Notes/actions:				
Standard 16.2: Tiger and prey				

Standard	Assessment of whether standards have been achieved Tick only one box per standard			
	Standard exceeded	Standard achieved	Standard mainly achieved	Standard not achieved
habitat management systems are in place.				
Notes/actions:				
Standard 16.3: Possible impacts of disturbance regimes and disasters are monitored and managed.				
Notes/actions:				
Standard 16.4: Invasive species are monitored and managed.				
Notes/actions:				
Standard 16.5: Water sources are monitored and managed.				
Notes/actions:				
Standard 16.6: Prey populations are adequate (now and/or in the future) to support viable or significant tiger populations.				
Notes/actions:				
Standard 17.1: Tiger monitoring systems are in place.				
Notes/actions:				
Standard 17.2: Monitoring results are used to inform management.				
Notes/actions:				

CA|TS Review process form

1. Name of reviewer	
2. Position	
3. Date	
4. Signature of reviewer	

CA TS process (as outlined in Section 5 of the CA TS document)	Short summary of how/when this process was undertaken	Comments and/or recommendations
1. National committee: formation, working practices etc.		
2. Self-assessment process: completion of compliance dossier (including standards compliance form and evidence base)		
3. Dossier review: compliance dossier review process by the national committee		
4. Site visit		
5. Independent review		

CA TS Element	Assessment and Action Plan
1. Social, cultural and biological significance	Assessment: Action:
2. Area design	Assessment: Action:
3. Legal status, regulation and compliance	Assessment: Action:
4. Management planning	Assessment: Action:
5. Management plan/system implementation	Assessment: Action:
6. Management processes	Assessment: Action:
7. Staffing (full time and part time) facilities	Assessment: Action:
8. Infrastructure, equipment and	Assessment: Action:
9. Sustainability of financial resources	Assessment: Action:
10. Adaptive management (Feedback loop)	Assessment: Action:
11. Human wildlife conflict (HWC)	Assessment: Action:
12. Community relations	Assessment: Action:
13. Stakeholder relationships	Assessment: Action:
14. Tourism and interpretation (Optional Standard)	Assessment: Action:
15. Protection	Assessment: Action:
16. Habitat and prey management	Assessment: Action:
17. Tiger populations	Assessment: Action: