

Document of
The World Bank

Report No: ICR00004038

IMPLEMENTATION COMPLETION AND RESULTS REPORT
(IDA-49090, IDA-H6660)

ON A

CREDIT

IN THE AMOUNT OF SDR 22.9 MILLION
(US\$36 MILLION EQUIVALENT)

TO THE

PEOPLE'S REPUBLIC OF BANGLADESH

AND A CREDIT

IN THE AMOUNT OF SDR 2.0 MILLION
(US\$3 MILLION EQUIVALENT)

TO THE

REPUBLIC OF NEPAL

FOR A

FIRST PHASE OF THE
ADAPTABLE PROGRAM LOAN (APL) ON
STRENGTHENING REGIONAL COOPERATION FOR
WILDLIFE PROTECTION IN ASIA

June 29, 2017

Environment and Natural Resources Global Practice
Bangladesh, Nepal Country Management Unit
South Asia Region

CURRENCY EQUIVALENTS

(Exchange Rate Effective May 30, 2017)

Currency Unit = Bangladeshi Taka (BDT)

BDT 1.00 = US\$0.01

US\$1.00 = BDT 80.74

US\$1.00 = SDR0.64

Currency Unit = Nepalese Rupee (NPR)

NPR 1.00 = US\$0.01

US\$1.00 = NPR 103.18

FISCAL YEAR

July 1 – June 30

ABBREVIATIONS AND ACRONYMS

ANACAPA	Web-based platform and software
ASEAN-WEN	Association of Southeast Asian Nations Wildlife Enforcement Network
APL	Adaptable Program Loan
BCR	Benefit-Cost Ratio
BFD	Bangladesh Forest Department
BaNP	Banke National Park
BhuFED	Bhutan Forest & Wildlife Enforcement Database
CAS	Country Assistance Strategy
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CPF	Country Partnership Framework
DNA	Deoxyribonucleic Acid
DNPWC	Department of National Parks and Wildlife Conservation
DOF	Department of Forests
EMP	Environmental Management Plan
ERR	Economic Rate of Return
FM	Financial Management
GEF	Global Environment Facility
GoB	Government of Bangladesh
GoN	Government of Nepal
GTRP	Global Tiger Recovery Program
HEC	Human-Elephant Conflict
ICR	Implementation Completion and Results Report
IDA	International Development Association
IEG	Independent Evaluation Group
INTERPOL	International Police Organization
IRR	Internal Rate of Return

ISR	Implementation Status and Results Report
IWT	International Wildlife Trade
MDG	Millennium Development Goal
MIST	Management Information System
MOEF	Ministry of Environment and Forests
MOFSC	Ministry of Forests and Soil Conservation
MOU	Memorandum of Understanding
MTR	Midterm Review
M&E	Monitoring and Evaluation
NAFOL	National Forensic Science Laboratory
NAST	Nepal Academy of Science and Technology
NF	National Forest
NGO	Nongovernmental Organization
NPV	Net Present Value
PA	Protected Area
PAD	Project Appraisal Document
PCU	Project Coordination Unit
PDO	Project Development Objective
PIC	Project Implementation Committee
PMU	Project Management Unit
RF	Reserve Forest
SAWEN	South Asia Wildlife Enforcement Network
SMART	Spatial Monitoring and Reporting Tool
SRCWP	Strengthening Regional Cooperation for Wildlife Protection in Asia Project
UNODC	United Nations Office on Drugs and Crime
VRCE	Virtual Regional Center of Excellence
WC	Wildlife Circle
WCCC	Wildlife Crime Control Coordination Committee
WCCB	Wildlife Crime Control Bureau
WCCU	Wildlife Crime Control Unit
XDR	Special Drawing Rights

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BANGLADESH, NEPAL
First Phase of the Adaptable Program Loan (APL) on
Strengthening Regional Cooperation for
Wildlife Protection in Asia

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A. Basic Information			
Country:	South Asia	Project Name:	APL on Strengthening Regional Cooperation for Wildlife Protection in Asia
Project ID:	P121210	L/C/TF Number(s):	IDA-49090, IDA-H6660
ICR Date:	06/29/2017	ICR Type:	Core ICR
Lending Instrument:	Adaptable Program Loan (APL)	Borrower:	GOVERNMENTS OF NEPAL AND BANGLADESH
Original Total Commitment:	XDR 24.90 million	Disbursed Amount:	XDR 22.28 million
Revised Amount:	XDR 24.89 million		
Environmental Category: B			
Implementing Agencies:			
Bangladesh: Bangladesh Forest Department, Ministry of Environment and Forests			
Nepal: Department of Forests, Department of National Parks and Wildlife Conservation, Ministry of Forests and Soil Conservation			
Cofinanciers and Other External Partners:			

B. Key Dates				
Process	Date	Process	Original Date	Revised / Actual Date(s)
Concept Review:	07/07/2010	Effectiveness:		06/29/2011
Appraisal:	01/26/2011	Restructuring(s):		02/27/2014 12/17/2015
Approval:	04/07/2011	Midterm Review:	05/15/2014	05/26/2014
		Closing:	12/31/2016	12/31/2016

C. Ratings Summary	
C.1 Performance Rating by ICR	
Outcomes:	Moderately Satisfactory
Risk to Development Outcome:	Moderate
Bank Performance:	Moderately Satisfactory
Borrower Performance:	Moderately Satisfactory

C.2 Detailed Ratings of Bank and Borrower Performance (by ICR)			
Bank	Ratings	Borrower	Ratings
Quality at Entry:	Moderately Unsatisfactory	Government:	Moderately Satisfactory

Quality of Supervision:	Satisfactory	Implementing Agency/Agencies:	Moderately Satisfactory
Overall Bank Performance:	Moderately Satisfactory	Overall Borrower Performance:	Moderately Satisfactory

C.3 Quality at Entry and Implementation Performance Indicators

Implementation Performance	Indicators	QAG Assessments (if any)	Rating
Potential Problem Project at any time (Yes/No):	No	Quality at Entry (QEA):	None
Problem Project at any time (Yes/No):	Yes	Quality of Supervision (QSA):	None
DO rating before Closing/Inactive status:	Moderately Satisfactory		

D. Sector and Theme Codes

	Original	Actual
Major Sector/Sector		
Agriculture, Fishing and Forestry		
Other Agriculture, Fishing and Forestry	76	76
Public Administration - Agriculture, Fishing & Forestry	24	24
Major Theme/Theme/Sub Theme		
Environment and Natural Resource Management		
Environmental Policies and Institutions	15	15
Renewable Natural Resources Asset Management	85	85
Biodiversity	85	85

E. Bank Staff

Positions	At ICR	At Approval
Regional Vice President:	Laura Tuck	Isabel M. Guerrero
Country Director:	Qimiao Fan	Ellen Goldstein, Bangladesh Susan Goldmark, Nepal
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ICR Team Leader:	Andrew Zakharenka	
ICR Primary Author:	Andrew Zakharenka	
ICR Economic Analysis	Dinara Akhmetova	

F. Results Framework Analysis

Project Development Objectives (from Project Appraisal Document)

The objective of the project is to assist the Recipient in building and/or enhancing shared capacity, institutions, knowledge, and incentives to tackle illegal wildlife trade and other selected regional conservation threats to habitats in border areas.

Revised Project Development Objectives (as approved by original approving authority)

The Project Development Objective (PDO) was not revised.

(a) PDO Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1:	A regional mechanism is developed and operational for addressing illegal wildlife trade and other conservation threats.			
Value (quantitative or qualitative)	No regional mechanism is in place, agreed on South Asia Wildlife Enforcement Network (SAWEN).	Establishment of the regional coordination forum agreed to in Year 4 by the member countries.	SAWEN Statute drafted and adopted and one annual meeting held after statute approval.	SAWEN established, and target achieved. Three annual meetings have been held.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Fully achieved and exceeded (300%). The indicator measures the “building and/or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade and other selected regional conservation threats” part of the PDO. The target was revised in the 12/17/2015 restructuring for improved clarity with more explicit targets. Nepal and Bangladesh have formally ratified SAWEN, as participating countries in the wildlife APL. In addition, non-APL countries, such as India, Pakistan, and Sri Lanka have also formally endorsed the statute; as a result, SAWEN is now officially an intergovernmental organization. Even though Bhutan is still in the process of ratifying and could not ratify during project implementation, the country has been reaping the benefits of SAWEN too. The establishment of SAWEN as a regional instrument for collaborating and cooperating on the sensitive issue of illegal wildlife trade and sharing of intelligence among countries is a significant achievement of the project. This is because SAWEN is mandated with working jointly with the South Asian countries on tracking and monitoring of illegal wildlife trade by: (a) initiatives for bringing harmonization and standardization in laws and policies of member countries concerning conservation of wild fauna and flora, (b) documenting the trend of poaching and illegal wildlife trade, and related threats to the natural biodiversity within and across countries in the region, (c) strengthening institutional responses to combat wildlife crime by promoting partnership with relevant institutions for research and information sharing, training and capacity building, and technical support; and (d) encouraging member countries to prepare and implement their National Action Plans to combat wildlife crime and to collaborate towards effective implementation of such plans. In its			

	initial phase of development, SAWEN collaborated closely with World Customs Organization, International Convention for Trade in Endangered Species, INTERPOL and Lusaka Agreement Task Force and ASEAN-WEN for operation Cobra-II which was conducted from December 30, 2013 to January 26, 2014. The operation resulted in the seizure of 36 rhino horns, over 3 metric tons of elephant ivory, over 10,000 turtles, over 1,000 skins of protected species, over 10,000 European eels, and more than 200 metric tons of rosewood. Over 400 criminals were also arrested in Asia and Africa including trafficking kingpins during the operation. Other potential benefits of SAWEN that will be realized in due course includes sharing of illegal wildlife crime data, joint investigations, capacity building in technical areas, such as, forensics. The data source includes information from the client and www.sawen.org .			
Indicator 2:	Indicator 2. Number of agreed knowledge products developed and shared among SAWEN countries on wildlife crime and/or wildlife conservation.			
Value quantitative or Qualitative)	No protocols in the areas identified at present.	Implementation of protocols commenced.	15 (5 products per country).	Target achieved and exceeded - 47 knowledge products were generated.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (incl. % achievement)	Fully achieved and exceeded (313%). The indicator measures the “building and/or enhancing shared capacity and knowledge” part of the PDO. The indicator target was revised in the 12/17/2015 restructuring to reflect the decision by India in 2013 not to participate in the APL. With India bordering each APL participating country, agreement on regional protocols would be impossible to achieve without India’s participation. A range of knowledge products (34 for Bangladesh and 8 – for Nepal), from web-based tools to flagship species survey reports on the one hand to Wildlife Management Strategies and strengthening regional cooperation on the other, were developed and shared across SAWEN countries, including India, Bangladesh and Nepal. Some of the knowledge products started the process of integrating scientific monitoring and measurement, for example, in tiger and wildlife censuses, marking a transformation change in the way wildlife management is viewed. The shift from traditional population estimates the use of scientific methods is a significant outcome of the project’s investments. At the regional level, several protected area management plans were developed. All these contributed to strengthening the institutional capacity in the region on wildlife conservation and enforcement. Moreover, the SAWEN website has been very effective in compiling and publicizing wildlife law enforcement activities conducted in the member countries and highlighting the major global efforts in combating wildlife crime. SAWEN regularly upgrades its website to make it more dynamic, use-friendly, interactive, and informative portal for wildlife crime control initiatives in South Asia. As a part of improving communication and sharing knowledge and information, the SAWEN Secretariat has been publishing various promotional materials (brochures, booklets), news bulletins, and reports. The quarterly bulletin, launched in September, 2011, highlights the major wildlife law enforcement activities conducted by the member countries, focusing on trans-boundary cases and covers the important global wildlife crime issues and control initiatives. The data source is review of the knowledge products that were produced and shared by the client.			
Indicator 3:	Indicator 3. Wildlife crime control institutions established in the three participating countries.			
Value (quantitative or qualitative)	No regional protocols in place at present	Implementation effectiveness of regional protocols	3	Three countries participated.

		renewed and revisions made as necessary		Nepal: Wildlife Crime Control Coordination Committee and Wildlife Crime Control Bureau (WCCB) with 22 district units; Bangladesh: Wildlife Crime Control Unit (WCCU) in Dhaka and 3 new Wildlife Management and Nature Conservation Divisions. Bhutan: Forest Protection and Surveillance Unit.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Fully achieved (100%). The indicator measures the “building and/or enhancing institutions” part of the PDO. The indicator target was revised in the 12/17/2015 restructuring to reflect the decision by India in 2013 not to participate in the APL. With India bordering each APL participating country, agreement on regional protocols would be impossible to achieve. Wording was revised for better clarity and explicit targets. Bhutan, Bangladesh and Nepal have created wildlife crime control institutions. In Bhutan, it is called the 'Forest Protection and Surveillance Unit' (FPSU); In Nepal, the Wildlife Crime Control Coordination Committee (WCCC) and the Wildlife Crime Control Bureau (WCCB) were established; and in Bangladesh, the Wildlife Crime Control Unit in Dhaka, the Wildlife Conservation Division, and the Wildlife Crime Control Unit were established. This is potentially a long-term institutional outcome targeted and achieved through project investments. The established agencies for addressing the illegal wildlife crime have shown the breadth and reach of project investments in strengthening the regulatory environment operating in a regional perspective. It is safe to assume that in the absence of IDA financing, such a robust and long-term outcome could have taken another decade to take shape. The data sources primarily included the Government officials, including project implementing division who provided information for assessing the performance.			
Indicator 4:	Number of implemented pilot initiatives that address trans-boundary wildlife issues			
Value (quantitative or qualitative)	No such regional pilots or initiatives in place	Progress of regional pilots and initiatives reviewed	3 (one per country)	Target achieved and exceeded. Total 21, including Nepal = 7 sub-projects; Bangladesh = 11 sub-projects. Bhutan = 3 sub-projects.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Fully achieved and exceeded (700%). The indicator measures the “to tackle...other selected regional conservation threats to habitats in border areas” part of the PDO. The language and target of the indicator were revised in the 12/17/2015 restructuring for clarity and to define targets. Several innovative pilots addressing trans-boundary wildlife issues implemented. For Bangladesh, the pilot initiatives included management of human-elephant conflict, conservation of sea turtles and vultures, boundary demarcation of elephant wildlife corridors, regional meetings of SAWEN countries. Some of the pilots			

	<p>have shown a high relevance, efficiency, and efficacy in extending benefits to the people most affected by wildlife, particularly those undergoing crop losses due to depredation by wildlife. For example, HEC mitigation measures facilitated a marked improvement in the relationship between people and wildlife authorities, which is a significant outcome by itself. The data source includes the aide memoires that included feedback from beneficiaries and the third party independent and Evaluation Report that was commissioned by the client.</p>			
Indicator 5:	Number of activities contributing to tiger conservation			
Value (quantitative or qualitative)	Zero	—	5 (one per country)	Target achieved and exceeded: 11 tiger conservation activities completed, 3 in Nepal, 5 in Bangladesh, and 3 in Bhutan.
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	<p>Fully achieved and exceeded (220%). This indicator measures the “to tackle illegal wildlife trade and other selected regional conservation threats to habitats in border area” part of the PDO. This was a new indicator added in the 12/17/2015 restructuring to measure the effectiveness of collaboration on tackling Illegal wildlife trade and conservation. Three activities each completed for Bhutan and Nepal and five for Bangladesh. For Bangladesh, the five activities were: 1. Tiger survey has been completed and survey report has been published & the study claimed that Sundarbans tiger population is in the range of 83 to 130 (average 106); 2. Implementation of National Tiger Recovery Program & Bangladesh Tiger Action Plan; 3. SMART patrolling in the Sundarbans, which is protecting tiger and its prey; 4. Annual stocktaking meeting of the tiger range countries; 5. UNODC training program for strengthening Law enforcement agencies of Bangladesh located in Sundarbans, Chittagong, Sylhet, Dhaka & Rajshahi. For Nepal, the activities included: 1. MIST based SMART Patrolling in Chitwan National Park; 2. SMART Patrolling in Suklaphanta Wildlife Reserve; and 3. SMART Patrolling System in Banke National Park. The tiger, being a flagship and charismatic species, is perhaps the most affected due to illegal wildlife trade. The focus on tiger conservation, prominently brought back by project investments, has galvanized political support at the highest level of the participating governments, which is reflected by: (a) commitment to support the strengthened wildlife crime institutions in the APL countries; (b) formal ratification of SAWEN; and (c) signing of bilateral Memorandum of Understanding (MOU) between Bangladesh and India and Nepal and India. This activity also supported adoption of new approaches, tools, and innovations, including the establishment of BhuFED, wildlife population survey/census, supporting local institutions</p> <p>The data source includes the aide memoires that included feedback from beneficiaries and the third party independent End Evaluation Report that was commissioned by the client.</p>			

(b) Intermediate Outcome Indicator(s)

Indicator	Baseline Value	Original Target Values (from approval documents)	Formally Revised Target Values	Actual Value Achieved at Completion or Target Years
Indicator 1:	Regional - Number of agreed research programs for regional wildlife management developed for participating countries			
Value (quantitative or qualitative)	Common research and conservation program is absent.	Zero	3	5 - target achieved in Nepal and Bangladesh: studies in Jhapa District and Kathmandu Valley; Tiger Survey in Sundarbans; Dialogue with India on human-elephant conflict (HEC), corridors, and development of conflict mitigation protocol
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Fully achieved and exceeded (167%). This indicator measures the overall PDO outcomes. The language and target of the indicator were revised in the 12/17/2015 restructuring for clarity and to define explicit targets. From a regional perspective, the target was exceeded, particularly when the joint tiger survey by India and Bangladesh and exposure visit between India and Nepal are considered. For Bhutan, an agreement is expected to be signed soon between India and Bhutan for initiating joint research on wildlife management. There were two consultative meetings between Bhutan and India in February 2013 and February 2016 for finalizing the MOU. These meetings are also spaced three years apart, indicating both the fact that such efforts require a long time frame and that it requires government commitment to stay engaged. However, all the APL countries are implementing agreed research programs as per of their respective requirements listed in the Global Tiger Recovery Program (GTRP). For example, Elephant-human conflict research and elephant corridors between India and Bangladesh and Vulture conservation research between Nepal and India. The data source is the Global Tiger Recovery Program (GTRP) that lists the country-wise research and action program and review of some of the research program documents.			
Indicator 2:	Regional - Number of thematic meetings on wildlife crime and trans-boundary conservation issues among participating and other relevant countries			
Value (quantitative or qualitative)	Regional knowledge-sharing mechanism is absent.	Implementation of the knowledge sharing mechanism	3	Target achieved, three regional meetings held: first - trans-boundary wildlife crime control, March 10–11, 2015; second – human-wildlife conflict, December

				11–14, 2015; third - innovations in wildlife conservation and habitat protection, October 28–29, 2016.
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	Fully achieved (100%). This indicator measures the “to tackle illegal wildlife trade and other selected regional conservation threats to habitats in border areas” part of the PDO. The original indicator was replaced as the subcomponent to which it was linked was dropped during project restructuring in December 2015. The achievement is significant as these meetings now also involve some non-APL countries. The first meeting took place in March 2015 with all three countries participating, and laid the foundation for expediting collaboration on illegal wildlife trade and work towards establishing SAWEN as a regional mechanism. The third meeting took place October 26-27, 2016 in Dhaka, Bangladesh. Resolutions from that meeting are available here: https://drive.google.com/file/d/0B2T5LaFi5OFaEC11SUN1Ymh2bjA/view . The data source is the experience shared by the client and the October 2016 aide memoire for Bangladesh part of APL1, as also the SAWEN website.			
Indicator 3:	Bangladesh: New draft Wildlife Conservation Act giving more powers to the Wildlife Circle approved by Parliament			
Value (quantitative or qualitative)	Wildlife Circle does not have legal powers to address wildlife trade.	New law adopted	—	Completed. Approved by Parliament on July 10, 2012. Additionally, 21 rules have been adopted.
Date achieved	03/01/2011	12/31/2016	—	12/31/2016
Comments (including % achievement)	Fully achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. New law provided legal basis for institutional development and capacity building toward addressing wildlife crime. Institutional capacity and legal powers of Bangladesh’s Wildlife Circle was strengthened with the newly created Wildlife Crime Control Unit (WCCU), Wildlife Center (WC), and three Wildlife divisions – to discharge its duties under the Wildlife Conservation Act of 2012 with emphasis on addressing illegal trans-boundary wildlife trade. Implementation of the 21 adopted by the MOEF rules will further strengthen the law’s impact in wildlife law enforcement, conservation, protection, and management of the protected areas. The data source is the experience shared by the client and the November 2016 Aide Memoire.			
Indicator 4:	Bangladesh: Number of staff added to the Wildlife Circle and who have been trained on enforcement and wildlife crime			
Value (quantitative or qualitative)	Inadequate capacity to respond to wildlife crimes	Key staff absorbed in the Wildlife Circle	105	107 officers/staff appointed in the project have been added to the Wildlife Circle and also received training.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016

Comments (including % achievement)	<p>Achieved - 102%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. The wording and target were revised in the 12/17/2015 restructuring for improved clarity with more explicit targets.</p> <p>Staff hired, paid, and trained by the project were transferred to the budget revenue and added to the Wildlife Circle. Forest Department officials and staff were trained on wildlife crime detection and prosecution, habitat development & wildlife conservation, wildlife forensic, and wildlife crime intelligence and software training on ANACAPA Module-20, IBM i2 software. Capacity of BFD was further enhanced by foreign training of 48 officers including Post-Graduate Diplomas, Masters, Certificate Course, and wildlife forensics. Various enforcement agencies supporting the BFD in combatting wildlife crime operation, such as Police, BGB, Coast Guards, Customs officers/staffs and Public Prosecutors were trained by UNODC. The data source is the November 2016 Aide Memoire and the third party independent End Evaluation Report that was commissioned by the client.</p>			
Indicator 5:	Bangladesh: Establishment and operationalizing of Wildlife Crime Control Unit (WCCU) with at least forensic section, legal support arm, and wildlife crime bank			
Value (quantitative or qualitative)	No wildlife crime controlling agency at present	WCCU fully operational	—	WCCU was established including a forensics lab, with WCCU Rule 2016 to provide legal support.
Date achieved	03/01/2011	12/31/2016	—	12/31/2016
Comments (including % achievement)	<p>Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. WCCU created capacity to process and legally address wildlife crime. Relevant completed activities include: (i) establishment of a forensic lab including installation of equipment at the WCCU facilities; (ii) development of a web based wildlife crime database and wildlife crime monitoring system; (iii) institutional development of the new units, including recruitment and training of staff; and (iv) construction of the WC with capacity for research, education, awareness, communication and M&E; (v) construction and operationalization of 3 wildlife rescue centers; (vi) approval of 8 Protected Area (PA) management plans, wildlife master plan and 3 eco-tourism plans by the MoEF. The data source is the field experience of the ICR author, data shared by the client, and the November 2016 Aide Memoire.</p>			
Indicator 6:	Bangladesh: Number of training modules developed and delivered by the Wildlife Center			
Value (quantitative or qualitative)	0		10	Target achieved and exceeded. 11 training modules developed for the Wildlife Center and 3 short trainings delivered by the Wildlife Center within the project period.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	<p>Achieved - 110%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. The wording and target were revised in the 12/17/2015 restructuring for</p>			

	improved clarity with more explicit targets. 240 Officers got training on Wildlife Crime Database and Wildlife Crime Monitoring System; 275 field officers received training on wildlife crime control organized by UNODC; 20 new officers trained on Protected Area Surveillance organized by Wildlife Centre; 20 officers from various departments received wildlife crime intelligence training using ANACAPA module; 10 officers from various departments received wildlife crime intelligence training using IMBi2 software. The data source is the data shared by the client, and the November 2016 Aide Memoire.			
Indicator 7:	Bangladesh: Number of BFD staff trained in wildlife crime and/or conservation			
Value (quantitative or qualitative)	Zero	—	1,000	1,672
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	Overachieved - 167%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. The indicator was added in the 12/17/2015 restructuring to capture wildlife crime and conservation. Significant training effort increased knowledge and practical operational capacity of staff to deal with conservation and illegal wildlife crime issues. Actual number of staff trained is 1,672: Wildlife Management – 1,090; b. Wildlife Crime Control – 582. The data source is the data shared by the client, and the November 2016 Aide Memoire.			
Indicator 8:	Bangladesh: Number of flagship species for which breeding habitats have been identified in targeted areas			
Value (quantitative or qualitative)	0		3	Target achieved. Tiger: Whole Sundarbans has been recognized as tiger breeding area. Elephant: a digital map of the landscape produced showing the breeding sites. Vulture: a digital map of safe zones produced showing the breeding sites.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Fully achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and target were revised in the 12/17/2015 restructuring for improved clarity with more explicit targets. The flagships contributed significantly to the conservation efforts of flagship species and their habitats. For the tiger, the whole Sundarbans has been recognized as tiger breeding area. For the elephant, breeding sites are identified and a digital map of the landscape produced. Vulture breeding sites identified on vulture safe zones and a digital map of safe zones produced showing these breeding sites. The data source is the field experience of the ICR author, data shared by the client, and the November 2016 Aide Memoire.			
Indicator 9:	Bangladesh: Number of species conservation pilot plans developed for more effective wildlife management			

Value (quantitative or qualitative)	0		6	Target exceeded: 9 pilot plans developed.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Target exceeded - 180%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. Developed plans enhanced conservation of at least 8 species and increased protection of wildlife habitats: 1.Human-Langur Conflict Mitigation Protocol; 2. Elephant Conservation action plan (EAP); 3. Vulture Conservation Action Plan; 4. Salt water Crocodile Management Conservation Action Plan; 5. Habitat management plan and conservation action for spoon-billed sandpiper; 6. Gharial Conservation Action Plan; 7. Bangladesh Tiger Action Plan (BTRP) (2018-2027); 8. NTRP; 9. Bangladesh Wildlife Master Plan. The data source is the field experience of the ICR author, data shared by the client, the November 2016 Aide Memoire, and the third party independent End Evaluation Report that was commissioned by the client.			
Indicator 10:	Bangladesh: Number of national parks with an ecotourism plan			
Value (quantitative or qualitative)	Ecotourism planning is absent. (2010 revenue data and household income)	20% increase	10	13 national parks developed ecotourism plans.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Overachieved - 130%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. Developed plans significantly improved the planning process and created basis for improving ecotourism activities. 13 PA plans were developed, 3 of those have a separate eco-tourism management plan. Five more Protected Area Management Plans will be prepared by the WC. The data source is client presentation from the regional meeting, the November 2016 Aide Memoire, and the third party independent End Evaluation Report that was commissioned by the client.			
Indicator 11:	Bangladesh: Effective project coordination among participating countries at each regional thematic meeting.			
Value (quantitative or qualitative)	Regional efforts are absent.	—	3	Target achieved. Bangladesh, Nepal, Bhutan, and India all worked together to organize and set the agenda and program for the three thematic meetings.
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. Meetings were essential for achieving the PDO regarding developing joint			

	<p>coordination measures. Bangladesh, Nepal, Bhutan and India all worked together to organize and set the agenda and program for the thematic meetings, sharing project monitoring data, adjusting the project activities, and coordinating transboundary activities. Project also contributed to a broader coordination among the tiger range countries, such as Stocktaking conference on tiger conservation in Dhaka, March 4-6, 2014 (http://archive.dhakatribune.com/bangladesh/2014/jan/02/global-tiger-conferencein-dhaka-march-4-6) and 3rd Asia Ministerial Conference on Tiger Conservation (http://projecttiger.nic.in/News/33_Newsdetails.aspx). The data source is client presentations from the regional meetings, http://www.sawen.org./news/type/sawen-news.</p>			
Indicator 12:	Bangladesh: Development and implementation of project communication plan			
Value (quantitative or qualitative)	No communication plans exist.	One	—	20 communication outputs produced and a communication plan executed
Date achieved	03/01/2011	12/31/2016	—	12/31/2016
Comments (including % achievement)	<p>Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. Various media/communication strategy (website, film, posters, newsletters, and so on) supported project implementation, including TV Serial, TV Spots (2), Short Film, Poster (9 Categories), Newsletter, Leaflet, Sticker, Note book, Pens, Folders, T- shirts, Caps, Round Table Discussion, News Paper Ads, International Day Observation, Awareness Campaign Logo, Bill Boards, Web site Development, Mobile TEXT messages on wildlife conservation, Communication strategy. The data source is the data shared by the client, the November 2016 Aide Memoire, http://www.sawen.org./news/type/sawen-news.</p>			
Indicator 13:	Bangladesh: Areas brought under enhanced biodiversity protection (ha)			
Value (quantitative or qualitative)	Zero	—	25,000	4,738,000 ha designated vast areas for vulture habitat protection
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	<p>Target exceeded – 190 %. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. This core sector indicator was added during the second restructuring to fulfill the corporate requirement. White-rumped Vulture (<i>Gyps bengalensis</i>) conservation plan in Bangladesh resulted in establishment of toxic drug free Vulture Safe Zones (VSZ) and monitoring of the population trend; breeding sites were identified on vulture safe zones and a digital map of safe zones produced; two vulture safe zones have been gazette by MoEF. Management effectiveness of the PAs was evaluated using Management Effectiveness Tracking Tool for Protected Areas tool. The data source is the data shared by the client, the November 2016 Aide Memoire, http://www.sawen.org./news/type/sawen-news.</p>			
Indicator 14:	Nepal: Implementation challenges of key policy and legislation identified			
Value (quantitative or qualitative)	No	—	Yes	Completed. These policies were reviewed. The key constraint identified

				was weak implementation rather than policy shortcomings.
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. Policy analysis contributed to effectiveness of the implementation. The key constraints have been identified to be weak implementation rather than policy shortcomings. The project’s investments and GoN and partners’ contribution helped to address implementation shortcomings, as well as to provide resources for research, piloting and modelling innovative approaches in wildlife law enforcement, conservation, and human-wildlife conflict mitigation. The data source is the data shared by the client, and the November 2016 Aide Memoire.			
Indicator 15:	Nepal: Wildlife crime control mechanisms institutionalized and operationalized with capacity for forensic, legal support, and wildlife crime data access and collection			
Value (quantitative or qualitative)	No		Yes	Central-level Wildlife Crime Control Bureau (WCCB) was created and 16 field-level WCCBs were established in 18 districts. Capacity building for National Forensic Science Laboratory (NAFOL) and training for law enforcement agencies are ongoing.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. WCCB has been established at central level and 22 district level in the field. A number of activities were undertaken, including: Capacity building in wildlife forensic of NAFOL (National Forensic Laboratory) and DPR (Department of Plant Resources) to a total of 9 staff; International training on 'Environmental Enforcement Information and Intelligence Management Course' together with INTERPOL to 28 participants from 11 countries; National trainings for law enforcement agencies with total 31 trainees; Judicial dialogue on wildlife crime with the judges of Kathmandu Valley and participated by 83 participants; Wildlife Crime Database – Management Information System (WCD-MIS) has been in place; “Strengthen Wildlife Forensic Capacity of NAFOL” to equip the wildlife unit of NAFOL with advanced and dedicated instruments for wildlife DNA analysis; “Wildlife Law Enforcement training for Armed Police Force” to build awareness on wildlife crime control along with biodiversity conservation, motivation and commitment to work in curbing wildlife crime and identification of wildlife and their parts. “Wildlife Stockpile			

	Reference Sampling and Inventory System Development” conducted in Kasara and Tikauli, Chitwan that resulted in inventorying of more than 4,000 stockpiles, tagging and storing of 50 reference samples and laboratory sampling of 50 stockpile samples. The data source is the data shared by the client, and the November 2016 Aide Memoire.			
Indicator 16:	Nepal: Legislation for effective compliance of CITES established.			
Value (quantitative or qualitative)	No	Yes	—	Legislation has been drafted but has not yet received parliamentary approval.
Date achieved	03/01/2011	12/31/2016	—	12/31/2016
Comments (including % achievement)	Partially achieved. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. Signatory to Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) existed, but country lacks legislation to ensure its compliance was not available. The legislation is pending parliamentary approval. The data source is the data shared by the client, and the November 2016 Aide Memoire, and online: https://cites.org/sites/default/files/eng/cop/17/WorkingDocs/E-CoP17-22-A3-R1.pdf			
Indicator 17:	Nepal: Number of staff trained in state-of-the-art tools on wildlife conservation			
Value (quantitative or qualitative)	0	TBC	180	320 staff trained
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Overachieved - 178%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. This activity helped to build human capacity toward PDO achievement. A total of 320 staffs were trained in state of the art tools on wildlife conservation. These includes: 159 park staff trained in topics of tiger ecology, prey base monitoring, SMART patrolling, scene of crime and wildlife forensics, wildlife crime control, wildlife stockpile management, basic GIS, identification of conservation issues; 161 staffs from law enforcement agencies were trained including Customs, Nepal Police, Nepal Army, Armed Police Force, National Forensic lab, judiciary trained in the following topics: DNA-based wildlife forensics, wildlife crime law enforcement; wildlife crime law enforcement; a total of 43 government staff pursuing BSc and MSc degree were provided with the research grants. The data source is the data shared by the client, and the November 2016 Aide Memoire.			
Indicator 18:	Nepal: Number of pilot projects designed and implemented to improve protection and conservation of key flagship species			
Value (quantitative or qualitative)	0.	9	9	11 projects implemented
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Overachieved - 123%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. Implementation of these pilots helped innovate and successfully test a number of critical interventions. Eleven Window 2 sub-projects have been implemented with focus			

	<p>on Human Wildlife Conflict, Habitat Management, Anti-poaching and Wildlife Crime Control. Examples include Human Elephant conflict (HEC) management in the Trans-boundary area of northern part of Bangladesh, Regional meeting of SAWEN member countries, Boundary Demarcation of Elephant Corridors, Conservation of sea turtle in Bangladesh Coastal and Marine Territory, Habitat Management in Padampur, Chitwan National Park, MIST-based SMART Patrol System in Chitwan National Park, and others. These pilots directly contributed to wildlife law enforcement and conservation of the key flagship species.</p> <p>The data source is the data shared by the client, and the November 2016 Aide Memoire.</p>			
Indicator 19:	Nepal: Number of models developed for more effective wildlife management			
Value (quantitative or qualitative)	0	2	2	7 models implemented and tested
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	<p>Overachieved - 350%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. Models tested and established innovative management of flagship species: (i) Human-Elephant conflict management; (ii) Habitat management - grassland management,; wetland management, water resource management; (iii) Anti-poaching (SMART, rapid response teams, and MIST); (iv) A wildlife product destruction and inventory; system; (v) Strengthening existing forensic laboratory with; better equipment and skill; (vi) Enhancing park management by improving; physical facilities; (vii) Wildlife crime control by capacitating WCCB. The data source is client presentation from the regional meeting, the November 2016 Aide Memoire, and the third party independent End Evaluation Report that was commissioned by the client.</p>			
Indicator 20:	Nepal: A ranging model developed based on research information for elephant conservation to reduce conflict with humans.			
Value (quantitative or qualitative)	No	—	Yes	2 sub-projects developed: (a) community-based HEC management in Jhapa District and (b) improving management of Bardiya National Park through habitat and human-wildlife conflict management.
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	<p>Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. A research model was developed as part of Window 2 subprojects ‘Community based human-elephant conflict management in Jhapa District and Bardiya National Park’. It led to development of a replicable model for alleviating HEC in other locations. The data source is client presentation from the regional meeting, the November 2016 Aide</p>			

	Memoire, and the third party independent End Evaluation Report that was commissioned by the client.			
Indicator 21:	Nepal: A replication strategy developed with action plan for mitigating human-elephant conflict			
Value (quantitative or qualitative)	No	Yes		Strategy and action plan are developed.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. A twelve-month long research to document Human Elephant Conflict mitigation has been completed and documented elephant behavior and lesson learned from our HEC subproject. A Community-based Action Plan to mitigate human-elephant conflict is in place. The data source is client presentation from the regional meeting, the November 2016 Aide Memoire.			
Indicator 22:	Nepal: An ecotourism plan for Banke National Park (BaNP) developed			
Value (quantitative or qualitative)	No	Yes	Yes	The plan has been developed.
Date achieved	03/01/2011	12/31/2016	12/31/2016	12/31/2016
Comments (including % achievement)	Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. BaNP with Banke’s Local Development Office conducted a workshop to develop ecotourism in the park. This has resulted in development of an “Ecotourism Development Plan for BaNP” with financial support of SRCWP. The plan contributes to the PDO by enhancing the presence of more trained staff and tourists in the park, generates incremental revenues, which reduces the poachers ability to move freely in the park and undertake illegal activities. The data source is client presentation from the regional meeting, the November 2016 Aide Memoire.			
Indicator 23:	Nepal: Areas brought under enhanced biodiversity protection (ha)			
Value (quantitative or qualitative)	Zero	—	325,400	Target achieved and exceeded, total of 372,000 ha
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	Target exceeded - 115% with the support of the project and other investments by the Government and the conservation partners. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. This core sector indicator was added during the second restructuring to fulfill the corporate requirement. Seven protected areas established under enhanced biodiversity protection: Bardiya National Park - 55,000 ha, BaNP - 96,800 ha, Chitwan National Park - 93,200 ha, Koshi Tappu Wildlife Reserve - 17,600 ha, Parsa Wildlife Reserve - 63,000 ha, Shuklaphanta Wildlife Reserve - 30,500 ha, Shivapuri Nagarjun National Park - 15,900 ha. Management effectiveness of the PAs was evaluated using <i>Management Effectiveness Tracking Tool for Protected Areas</i> tool. The data source is the field experience of the			

	ICR author, data shared by the client, the November 2016 Aide Memoire, and the third party independent End Evaluation Report that was commissioned by the client.			
Indicator 24:	Nepal: Effective project coordination among participating countries at each regional thematic meeting.			
Value (quantitative or qualitative)	0		3	Target achieved. Bangladesh, Nepal, Bhutan, and India all worked together to organize and set the agenda and program for the three thematic meetings.
Date achieved	03/01/2011	—	12/31/2016	12/31/2016
Comments (including % achievement)	Achieved - 100%. This indicator measures the “building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas” part of the PDO. The wording and targets of the indicator were revised in the 12/17/2015 restructuring for clarity with explicit targets. Meetings were essential for achieving the PDO regarding developing joint coordination measures. Bangladesh, Nepal, Bhutan and India all worked together to organize and set the agenda and program for the thematic meetings, sharing project monitoring data, adjusting the project activities, and coordinating transboundary activities. Project also contributed to a broader coordination among the tiger range countries, such as Stocktaking conference on tiger conservation in Dhaka, March 4-6, 2014 (http://archive.dhakatribune.com/bangladesh/2014/jan/02/global-tiger-conferencein-dhaka-march-4-6) and 3 rd Asia Ministerial Conference on Tiger Conservation (http://projecttiger.nic.in/News/33_Newsdetails.aspx). The data source is client presentations from the regional meetings, online sources			

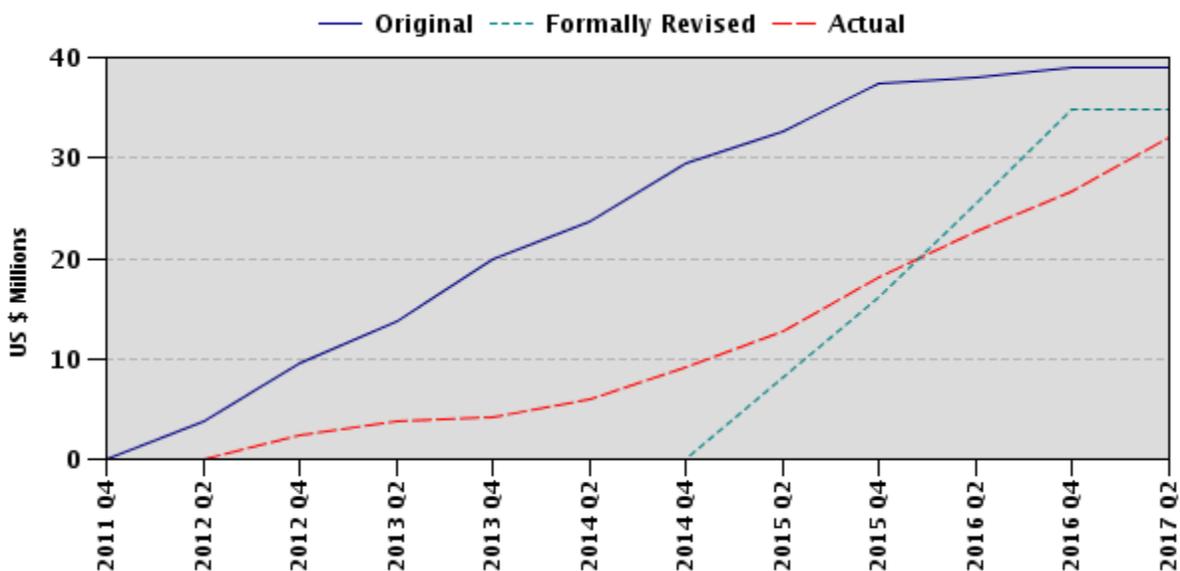
G. Ratings of Project Performance in ISRs

No.	Date ISR Archived	DO	IP	Actual Disbursements (US\$, millions)
1	09/21/2011	Satisfactory	Satisfactory	0.00
2	03/25/2012	Satisfactory	Satisfactory	2.30
3	11/05/2012	Satisfactory	Moderately Satisfactory	3.75
4	12/31/2012	Satisfactory	Moderately Satisfactory	3.75
5	05/31/2013	Satisfactory	Moderately Satisfactory	4.25
6	09/26/2013	Moderately Satisfactory	Moderately Unsatisfactory	4.69
7	03/24/2014	Moderately Satisfactory	Moderately Unsatisfactory	6.63
8	08/11/2014	Moderately Unsatisfactory	Moderately Unsatisfactory	9.83
9	02/09/2015	Moderately Unsatisfactory	Moderately Unsatisfactory	13.71
10	04/29/2015	Moderately Unsatisfactory	Moderately Unsatisfactory	15.52
11	06/03/2015	Moderately Unsatisfactory	Moderately Unsatisfactory	16.26
12	07/27/2015	Moderately Unsatisfactory	Moderately Unsatisfactory	18.77
13	03/24/2016	Moderately Unsatisfactory	Moderately Unsatisfactory	23.69
14	12/14/2016	Moderately Satisfactory	Moderately Satisfactory	31.05

H. Restructuring (if any)

Restructuring Date(s)	Board Approved PDO Change	ISR Ratings at Restructuring		Amount Disbursed at Restructuring in US\$, millions	Reason for Restructuring & Key Changes Made
		DO	IP		
02/27/2014		MU	MU	6.39	Took place in order to add two procurement methods to the legal agreement for the Nepal part of the project. The legal agreement for Nepal was the only one amended to reflect that particular restructuring.
12/17/2015		MU	MU	21.12	Government of Bangladesh of August 13, 2015 and from Government of Nepal of July 2, 2015 to reflect India's decision not to participate in this APL program and changes critical for the achievement of the PDO. The following changes were introduced: Changes in Results Framework, in Loan Closing Date, to Financing Plan, and reallocation of proceeds due to dropping of one subcomponent.

I. Disbursement Profile



1. Project Context, Development Objectives, and Design

1.1 Context at Appraisal

1. The Project Appraisal Document (PAD) refers to natural habitats, wildlife, and biodiversity conservation as a vital part for assuring sustainable development and describes various ecosystem services they provide. Imbalances in natural environments have been implicated in floods, declining water availability and quality, soil fertility loss, erosion, silting of rivers, poverty, spread of diseases—such as Ebola and malaria—and proliferation of invasive species. Goal 7 of the Millennium Development Goals (MDGs) seeks to reduce biodiversity loss, recognizing the link between poverty and natural resource depletion. It further argues that quantification of economic benefits is difficult, but there is strong evidence that conserving natural ecosystems and the species that sustain them makes sound economic sense. High payoffs to conservation with often increasing returns to the investment are likely, given the scale of destruction of natural habitats in South Asia in recent decades.

2. At appraisal in 2011, the South Asia Region experienced rapid loss of natural habitats, wildlife poaching, and illegal trade in wildlife and its products; the situation was exacerbated by weak technical and institutional capacity of the Governments to address the issue. Habitat fragmentation and degradation lead many endangered species to subsist in isolated population clusters, diminishing their genetic diversity and chances for longer-term survival. Wildlife poaching for trade, on other hand, is a lucrative big business driven by consumer demand. Poaching and trade are hard to detect and enforce, which requires substantial technical and institutional capacity.

3. South Asia is home to 13–15 percent of global biodiversity and hosts some of the most charismatic and endangered wildlife species on Earth. Apex predators, such as big cats (keystone species), play a vital role in maintaining healthy ecosystems. Conservation of apex predators is considered to have a protective effect on large ecosystems they inhabit and share with other numerous species of fauna and flora.

4. Wild tigers, an apex species in South and East of a global conservation priority, experienced a dramatic decline in numbers due to poaching, illegal trade, and habitat loss; within a century, the range of wild tigers plummeted to only 7 percent of the historic area they occupied. Recognizing the urgency and priority of tiger conservation, the World Bank, in partnership with the Smithsonian Institution and others, established the Global Tiger Initiative in 2009. This project became part of the Governments' and World Bank's commitment to resource tiger conservation and protection.

5. Conservation provides high payoffs to the disadvantaged and poor people who depend on natural resources for their living, as well as national economies in general. Natural habitats are vital for assuring sustainable development ecologically, economically, and culturally. Both in Nepal and Bangladesh, natural habitats and forests are rich and important for the economies.

Sector Context

6. Following the St. Petersburg Declaration on Tiger Conservation (2010) and the commitments made there, the Governments of Tiger Range Countries were seeking ways to boost

the technical and institutional capacity to address the key drivers of tiger and other wildlife decline—habitat degradation and poaching/illegal trade in wildlife. Close collaboration through the regional approach for tackling illegal wildlife trade was determined to supplement improved and more effective protection of the protected areas (PAs). The problem was compounded by the lack of trained staff across the spectrum of the wildlife trade chain and shortage of anti-poaching patrolling, legal, investigating, and interdiction capacity at borders and within the countries in the South Asia Region.

7. Convened by the Government of Nepal (GoN) in May 2010, all countries in South Asia agreed at the First Meeting on Illegal Wildlife Trade in South Asia to develop institutional mechanisms for harmonizing and collaborating against common threats to wildlife, including the creation of the South Asia Wildlife Enforcement Network (SAWEN).

Sector Regulations

8. Habitat and wildlife conservation and protection have been regulated by outdated national laws and regulations. No regulations, nor wildlife law enforcement existed at the regional level.

9. Both the regulations and their enforcement required updating and strengthening at the national and regional levels to be able to provide even the most basic response to illegal wildlife trade.

Rationale for Bank Assistance

10. The World Bank's Independent Evaluation Group (IEG) conducted a review of 20 World Bank-financed projects located in tiger habitats in Asia and recognized that the client Governments seek to address—and need the World Bank's support in addressing—indirect and cumulative effects of the development projects that go beyond project-affected areas in space and time. The World Bank's convening power, financial leadership, and ability to leverage capital flows, maintain high-level dialog with Governments, and engage global and regional partners play a valuable part in energizing collective action against key threats to the global public good, such as wildlife and their natural habitats. The project financed activities mitigating regional public 'bad', that is, illegal wildlife trade across borders and across South Asia (Bangladesh, Bhutan, India, and Nepal), as well as related conservation activities at the national and habitat levels.

11. The project was in line with the client Governments' commitments to wild tiger conservation and the IEG findings and consistent with the objectives of the respective Country Assistance Strategies (CASs). Nepal's Interim Strategy Note called for enhanced focus on the environment and climate change, as well as on strengthening PA management under a landscape approach. Similarly, in Bangladesh, the CAS recognized the environment as one of the country's priorities. From a regional perspective, CASs for Bangladesh, Bhutan, and India recognize the crucial role of knowledge partnerships in developing solutions for issues on global public goods, such as wildlife conservation.

12. From the broader development perspective, the project contributed to the long-term vision in the region to stabilize and increase the population and habitats of critically endangered animals in Asia. As an essential component of the national programs and the regional approach to wildlife conservation and protection, the project would contribute to these objectives by (a) creating and

operationalizing a regional institutional mechanism for addressing wildlife trade and other conservation threats; (b) updating the national policy and regulatory frameworks for wildlife conservation; (c) building technical and institutional capacity for addressing the illegal trans-boundary trade; and (d) promoting wildlife conservation through management planning, knowledge products, pilot initiatives, and collaboration.

1.2 Original Project Development Objectives (PDO) and Key Indicators (as approved)

13. The Project Development Objective¹ is to assist the Recipient in building and/or enhancing shared capacity, institutions, knowledge, and incentives to tackle illegal wildlife trade and other selected regional conservation threats to habitats in border areas.

14. Progress toward the development of regional interventions for addressing illegal wildlife trade and other conservation threats would be demonstrated with the following indicators:

- Progress toward the development of sustainable regional mechanisms for addressing illegal wildlife trade and other conservation threats
- Development of at least one protocol each on a common research agenda, knowledge sharing, collaboration, and division of labor
- Agreement among the enforcement agencies on at least two regional protocols, including approaches and solutions
- Implementation of at least three regional pilots or initiatives in wildlife enforcement and conservation

1.3 Revised PDO (as approved by original approving authority) and Key Indicators and Reasons/Justification

15. The PDO remained unchanged throughout the project period. The project was restructured through a Level 2 restructuring approved by the Country Director on December 17, 2015, following the request of the Government of Bangladesh (GoB) of August 13, 2015, and from the GoN of July 2, 2015, to reflect India's decision not to participate in this Adaptable Program Loan (APL).

16. Regional-level PDO and intermediate outcome indicators and their targets were revised and/or dropped and new indicators were added during this restructuring. Similarly, each country proposed revisions of respective country-level intermediate outcome indicators. The changes altogether led to a better measurement of the performance of the project at the regional and country levels and of the achievement of the PDO.

17. The key indicators (revised) for tracking progress are the following:

¹ The PDO in PAD was different: is to assist the participating governments to build or enhance shared capacity, institutions, knowledge and incentives to collaborate in tackling illegal wildlife trade and other selected regional conservation threats to habitats in border areas.

- Indicator 1. A regional mechanism is developed and operational for addressing illegal wildlife trade and other conservation threats.
- Indicator 2. Number of agreed knowledge products developed and shared among SAWEN countries on wildlife crime and/or wildlife conservation.
- Indicator 3. Wildlife crime control institutions established in the three participating countries.
- Indicator 4. Number of implemented pilot initiatives that address trans-boundary wildlife issues.
- Indicator 5. Number of activities contributing to tiger conservation.

18. The PDO indicators were revised during the restructuring on December 17, 2015, for improved clarity and to reflect the decision by India in 2013 not to participate in the APL (as envisaged during the APL preparation).

1.4 Main Beneficiaries

19. The PAD describes the main beneficiaries in intangible terms of global public benefits (conservation of endangered species) generated by addressing its inverse, a global public bad (illegal wildlife trade). The main beneficiaries are the public, international and national tourists, and local communities who derive intrinsic, non-consumptive, and some consumptive values from the protected endangered species and their habitats. Local communities and villagers also benefited from the reduced risk of human-wildlife conflict and improved protection of crops, as well as deriving the direct benefits of engagement in conservation work.

1.5 Original Components (as approved)

20. As prepared in the PAD, the project would apply a two-pronged approach: (a) build capacity to address the illegal wildlife trade through regional cooperation and (b) protect and manage habitats to generate regional conservation benefits and address the human-wildlife conflict, ensuring the conservation of flagship species, such as tiger, snow leopard, rhinoceros, and elephant in increasingly fragmented habitats. The implementation of specific project components and subcomponents under the two-pronged approach would be carried out in a sequential manner, with capacity building (Components 1 and 3, Subcomponent 2.1) sooner, followed and supported by investments in PAs and other wildlife habitats under Subcomponent 2.2 to improve management of connected habitats and flagship species and alleviate human-wildlife conflicts through engagement with the local communities and civil society. A horizontal APL was proposed to allow countries to join when they are ready. This APL was envisaged as a two-phased operation: first - Bangladesh and Nepal and second - Bhutan, with possible consecutive phases - India, Sri Lanka, Lao People's Democratic Republic, and Vietnam. The following triggers for the countries to join the horizontal APL were set: (a) a formal expression of interest and willingness to tap IDA resources for the project; (b) a program of activities designed to meet the regional project's PDO; and (c) appraisal of the country program by the World Bank.

21. The PAD stage envisioned the following project components and their allocations:
- Component 1: Capacity building for addressing the illegal trans-boundary wildlife trade (Total US\$9.2 million, of which: Bangladesh US\$8.3 million and Nepal US\$0.9 million)
 - Subcomponent 1.1: Institutional strengthening in wildlife conservation and illegal wildlife trade control (approximately US\$5 million)
 - Subcomponent 1.2: Staff capacity building and training toward regional collaboration (about US\$4 million)
 - Component 2: Promoting wildlife conservation in Asia (Total US\$25.1 million, of which: Bangladesh US\$23.5 million and Nepal US\$1.6 million)
 - Subcomponent 2.1: Virtual Regional Center of Excellence (VRCE) for wildlife conservation (about US\$2 million)
 - Subcomponent 2.2: PA, Reserve Forest (RF) and National Forest (NF) management with regional conservation benefits (about US\$23.1 million)
 - Component 3: Project coordination and communication (Total US\$4.8 million, of which: Bangladesh US\$4.6 million and Nepal US\$0.2 million)
 - Subcomponent 3.1: Project coordination arrangements for national and regional activities (about US\$1.4 million)
 - Subcomponent 3.2: Communications (about US\$0.5 million)
 - Subcomponent 3.3: Salaries, overheads, land acquisition for wildlife recovery and rehabilitation centers (about US\$3 million)

1.6 Revised Components

22. The project was restructured on December 17, 2015, following the request of the GoB of August 13, 2015, and from the GoN of July 2, 2015, to reflect India's decision not to participate in this APL program and associated changes critical for the achievement of the PDO. The following changes took place during the restructuring; see Table 1.

23. **Bangladesh:** (a) Adjustment to the allocation of funds among the categories provided in the Financing Agreement and (b) reduction in the scope of Subcomponent 2.1 'Virtual Regional Center for Excellence (VRCE) for wildlife conservation' to 'Knowledge sharing system for the Bangladesh Forest Department for wildlife conservation'.

24. **Nepal:** (a) Dropping Subcomponent 2.1 'Virtual Regional Center for Excellence (VRCE) for wildlife conservation' and (b) reallocation of the funds for Subcomponent 2.1 to Subcomponent 2.2: Competitive funding to support the management of protected areas, forest reserves (FR) or reserve forests (RF) and national forests (NF) with regional conservation benefits.

Table 1. Revised Components and Costs

Current Component Name	Original Cost (US\$, millions)	Revised Cost (US\$, millions)	Action
Bangladesh (IDA-49090)			
Component 1: Capacity building for addressing the illegal trans-boundary wildlife trade	8.7	12.69	Revised
Component 2: Promoting wildlife conservation in Asia	25.3	15.45	Revised
Component 3: Project coordination and communication	5.0	6.66	Revised
Total	39.0	34.80	
Nepal (IDA-H6660)			
Component 1: Capacity building for addressing the illegal trans-boundary wildlife trade	1.0	1.0	No change
Component 2: Promoting wildlife conservation in Asia	1.8	1.8	No change
Component 3: Project coordination and communication	0.2	0.2	No change
Total	3.0	3.0	

1.7 Other Significant Changes

25. Restructuring of February 27, 2014 took place in order to add two procurement methods to the legal agreement for the Nepal part of the project. The legal agreement for Nepal was the only one amended to reflect that particular restructuring.

26. IDA received a request from the GoN on November 23, 2015, to extend the grant closing date from May 31, 2016, to December 31, 2016, to address delays in the implementation of sub-projects, due to the April 2015 earthquake. This no-cost extension helped the Department of National Parks and Wildlife Conservation (DNPWC) and the Department of Forests (DOF) improve smooth supervision and allowed to close the sub-projects carried out by field-based implementing units and complete the monitoring as well as reporting requirements.

2. Key Factors Affecting Implementation and Outcomes

27. The project is a regional horizontal APL program with Phase 1 in Bangladesh and Nepal, whereby additional countries would join the APL program in subsequent phases—Bhutan (Phase 2). This regional APL was the first of a kind in the sector. India, planned for Phase 3, decided not to participate in this APL program on the grounds of ongoing technical cooperation with the countries in the region and their own existing incremental budget allocations for tiger conservation. Initially designed based on the assumptions that India would indeed join, the project’s implementation arrangements and activities had to be reassessed and revised during 2014–15, which contributed to the delay in project start and implementation. By the time of the midterm review (MTR) in June 2014, the project performance ratings (likelihood of PDO achievement)

were downgraded from Moderately Satisfactory to Moderately Unsatisfactory, implementation status was reassessed, and constraints and necessary adjustments were identified.

28. Two main factors positively affected implementation of the project and contributed to the achievement of the stated outcomes: increased capacity of the Governments to manage the project and the World Bank's experience and support provided to the implementation of natural resource management projects.

2.1 Project Preparation, Design, and Quality at Entry

29. Overall, the project was prepared with a robust design despite a short preparation period. Assessments of the borrower and implementing agency capacity were conducted. Lessons learned from the past World Bank operations, both in Bangladesh and Nepal, were incorporated. Project indicators allowed capturing the project benefits and achievements of the PDO to the extent possible at the time of project preparation; however, some of the indicators required further refinement (see section 2.3).

Preparation

30. The project was prepared with particular attention to the lessons learned and technical aspects of the proposed activities. Prior analysis of the combating of wildlife trade in East Asia and the Pacific reinforced the need for a regional design of the project, policy reform, and enhanced institutional support, especially at the regional level. Cross-agency at the national level and cross-country coordination and cooperation were recognized as key factors for more effective wildlife law enforcement; these lessons were taken into account during the project preparation. Outcomes of the stakeholder consultations were incorporated too. Public consultations were held, and country-specific Environmental and Social Management Frameworks and Environmental Management Plans (EMPs) were prepared and disclosed publicly in both countries in November 2010. Their satisfactory implementation was verified by the World Bank's environmental and social specialists.

31. The PDO and project design responded to the government priorities of the participating countries; however, the PDO is complex and multipronged. Project design was consistent with the strategic focus areas of the World Bank's CASs/frameworks for each participating country. The team planned for a funding windows approach to strengthen the institutions and provide flexibility for investments into priority sub-activities at the later stages of the project implementation, which would allow accessing funds through two funding windows in accordance with their respective objectives by the Bangladesh Forest Department (BFD) as well as Nepal's DNPWC and DOF.

32. Borrowers and responsible agencies—Bangladesh Ministry of Environment and Forests (MOEF), BFD, Ministry of Forests and Soil Conservation (MOFSC), DNPWC, and DOF—were evaluated as competent institutions with limited but qualified technical and financial staff. They had practical experience in implementing the previous World Bank project – Bangladesh: Forest Resources Management (P009470), US\$49 million.

33. Organization, staffing, and reporting processes were designed to reflect the complex nature of needed cooperation between the agencies and countries for addressing organized wildlife crime.

Organizational processes were further strengthened with trainings and regional/international exposure and collaboration.

34. However, the project preparation lacked several important elements for implementation readiness for such a complex project with wide-ranging implementation arrangements. Notably, the delays in the approval of the Project Director and technical evaluation committee, as well as lack of clear guidelines for demand-driven sub-projects' preparation and evaluation, resulted in the initial delay of the implementation in Bangladesh in the first 18 months following the World Bank approval. A major observation in the MTR report (2014) is that the project got off to a very slow start due to key project staff not being in post until nearly one year after project effectiveness, with further delays caused by the slow procurement of key technical assistance packages and weak capacity to produce quality sub-project proposals.

Design

35. The project design was selected with two main components and coordination activities; the experimental nature of the regional approach and required flexibility led to the selection of a 'window' or programmatic approach to the main Component 2 'Promoting wildlife conservation in Asia'. Two windows were designed to allocate funding for (a) conservation, protection, and management of PAs and forest reserves for regional conservation benefits and (b) innovative pilot projects with a regional dimension, to be identified and appraised during the project implementation. Implementation arrangements would include regional project coordination and a country-based project implementation. At the regional level, regional coordination envisaged policy and operational steering committees to ensure the effective coordination of project activities and foster a dialog between the countries. At the national level, the ministries and relevant departments would be responsible for the project implementation, with oversight from national project steering committees, while the Project Management Unit (PMU) (Bangladesh) and the Project Coordination Unit (PCU) (Nepal) would be responsible for the project management and coordination activities.

36. By June 2014, the team realized that the likelihood of meeting the development objective depended on accelerated implementation, reviewed the Results Framework, and adjusted the indicators to better measure the performance of the project and the achievement of the PDO. The revised intermediate project indicators were adequate to monitor the project's progress. The key indicators were also reasonably well designed to capture the project outcomes, given the limitations of data and the obscure nature of the wildlife trade, which was hardly understood. Section 2.3 gives a more detailed analysis of the project monitoring and evaluation (M&E).

Adequacy of Government Commitment

37. The project was critically needed in Bangladesh and Nepal and in the region to provide institutional reform and investment support to the sector and help combat rampaging trade in wildlife, support innovations, and provide necessary investments into modern technologies. Both Governments played a crucial leadership role in cementing regional cooperation at the early project stages, at the levels of Prime Ministers and Ministers. The Government of India and its institutions continuously collaborated with both countries at the national and local, trans-boundary levels providing the needed technical capacity and support. The World Bank team continuously

coordinated with the key governmental agencies on project design, processing schedules, and implementation plan.

Assessment of Risks

38. Appraisal-stage risks were set as high both for preparation and implementation, which proved to be the case. Preparation's high risk was associated with the multiplicity of implementing agencies with limited capacity and the need to mobilize strong integrity mechanisms for tackling illegal wildlife trade. The project's complexity and the lack of experience of clients in regional harmonization and creation of enforcement standards contributed to the high implementation risk. The risks were mitigated with the continuous support and supervision of the World Bank team, leadership of both the Governments, and provision of technical trainings and strengthening of the PMU.

2.2 Implementation

39. The project had early delays up until 2014, mainly attributed to frequent changes of the project directors (four) in Bangladesh and limited technical capacity. These factors slowed down financial management (FM), selection, procurement, and monitoring processes, and ultimately the project implementation itself. The Task Team Leader on the World Bank's side was also changed twice. The PMU (Bangladesh) engaged consultants to assist with the preparation of bidding documents, quality control, and monitoring of the works that helped to speed up the selection and implementation processes. Five consultants were also providing technical services with procurement and M&E and two accountants with FM. Selection of partners for Window 1 sub-projects were done under the leadership of the BFD with the technical support of consultants.

40. The World Bank's early supervision missions flagged the seriousness of the risk of delayed project completion. The pace of implementation improved after the MOEF appointed a competent Project Director, and MTR and restructuring of the project took place in 2015. The restructuring changed the Results Framework; extended the loan closing date for the IDA credit for Nepal; changed the financing plan, components, and costs; reallocated disbursement categories and estimates; and made changes in the implementation schedule. These measures made the implementation goals clearer and achievable and helped move from the long-time Moderately Unsatisfactory status to Moderately Satisfactory.

41. As a result of the constant and enhanced attention to the implementation timeline and quality of works both by the Governments and the World Bank, the works under the project were completed on time, by the end of 2016: SAWEN was adopted and ratified; construction works were completed; and knowledge, research, and trainings were finished on time. By the closing date, US\$31.05 million was disbursed. The project has fully met or achieved the 5 PDO and 23 intermediate results indicators in the two countries.

2.3 Monitoring and Evaluation (M&E) Design, Implementation, and Utilization

M&E Design

42. The project implementation showed constraints of the initially designed M&E framework and the need for its revisions through project restructuring. Specifically, M&E was lacking

indicators to capture all aspects of the PDO and illegal wildlife crime. The countries participating in the APL (Bangladesh and Nepal in Phase 1 and Bhutan in Phase 2) formally agreed in 2015 to change the wording and targets of the regional-level PDO and intermediate outcome indicators. Similarly, each country proposed revisions of respective country-level intermediate outcome indicators. The changes altogether led to a better measurement of the performance of the project at the regional and country levels and of the achievement of the PDO.

M&E Implementation

43. National and sub-project-level data were aggregated on semiannual and annual bases, aggregated and reported by the PMU/PCU to the World Bank and Government partners. Slippages in preparation and delivery of the procurement packages were identified on supervision missions from the project start to 2015 at the regional, national, and sub-project levels. Shortcomings in M&E quality of data were realized by MTR and addressed through the changed results framework during the restructuring. The World Bank team kept pressure on the borrowers to strengthen the procurement and M&E processes and provide the necessary leadership to bring these in line with the schedule and design. Social impacts, especially in the human-wildlife conflict mitigation sub-projects, have been periodically monitored during the field visits and beneficiary assessment modules, which were part of the project M&E.

M&E Utilization

44. Progress indicators were consistently used to identify and keep track of issues in project implementation at the regional, national, and sub-project levels. Regional meetings were used to collate and compare national data, share experiences, and address implementation progress issues based on the national M&E data. The M&E framework improved reporting and was used effectively after the MTR and restructuring. Reports from contractors and consultants were used to track progress in the field, and regular progress reports were used to take stock of the issues and adjust/expedite the implementation. The M&E data—knowledge products, established communication, informants, and wildlife law enforcement networks, generated under the project—were used to inform the decision making at the national and regional levels to inform the tackling of illegal wildlife trade and other conservation threats, in defining the capacity-building efforts, and to decide which areas should be brought under biodiversity conservation. The World Bank team was able to receive and confirm actual information during the implementation support missions, as reflected in the Aide Memoires.

2.4 Safeguard and Fiduciary Compliance

Safeguards

45. The project was categorized as B for Environmental Category and has no pending safeguard issues, and some fiduciary issues were addressed completely by the end of the project. There have been no changes to the project safeguards category and no environmental or social safeguards issues with regard to the preceding and current restructuring. The project triggered the following safeguard policies: Environmental Assessment (OP/BP 4.01), Natural Habitats (OP/BP 4.04), Forests (OP/BP 4.36), Indigenous Peoples (OP/BP 4.10), and Involuntary Resettlement (OP/BP 4.12).

46. **Environmental Assessment (OP/BP 4.01).** The primary aim of the proposed project is to support conservation and management of critical ecosystems for wildlife and their habitats. The project produced net positive environmental impacts. For safeguards purposes, it was classified as Category B, because some activities would involve minor civil works in areas of high ecological sensitivity. During the building construction, key environmental issues included movement of men, machines, and materials; dust; noise; engine exhaust; and disposal of solid (non-hazardous) wastes from packaging and land preparation. The Governments prepared EMPs, held public consultations, and subsequently made them publicly available online (the World Bank's InfoShop) and in the construction sites. The project is in full compliance with the environmental assessment regulations of the borrower and the World Bank policies for environmental assessment.

47. **Natural Habitats (OP/BP 4.04) and Forests (OP/BP 4.36).** Considering the sensitivity of the PA networks in the participating countries, both policies were triggered. PA management plans prepared under the project have undergone review and environmental screening, despite some delays. There were concerns of the World Bank team regarding the due diligence on ecotourism interventions in the Nijhum Dwip National Park (Bangladesh) and issued court order to prepare the proper Environmental Impact Assessment and clearances, which were later resolved by the BFD.

48. **Indigenous Peoples (OP/BP 4.10) and Involuntary Resettlement (OP/BP 4.12).** While no land acquisition nor resettlement was carried out under the project, livelihood impacts associated with the project activities were mitigated through the community consultations and the prepared Environment and Social Management Framework, Indigenous Peoples Development Plan, Resettlement Policy Framework, and Social Impact Assessments. Implementation of the project activities, especially related to human-wildlife conflict, benefited from comprehensive consultations with local communities on their design, planning, and implementation. Tribal community engagement and enhancement measures were provided through the wildlife conservation activities and reported through the Implementation Status and Results Reports (ISRs).

Financial Management

49. FM procedures were reviewed periodically as part of the supervision missions. The World Bank considered the FM arrangements moderately unsatisfactory for Bangladesh and satisfactory for Nepal. The major reasons in Bangladesh were

- Inadequate and continuous financial planning, monitoring, and documentation through the 75 percent of the project cycle as reported in the Aide Memoires up to February 2016;
- Late introduction (after MTR) of the internal controls for endorsing payments;
- Misprocurement declared on March 15, 2015, and unusual delay in its refunding; and
- Inadequate involvement of FM resources in major payments review in cost centers.

50. Nepal consistently performed satisfactorily in FM through the project cycle. Factors contributing to the satisfactory FM in Nepal included timely adoption of the Operations Manual,

qualified and adequate FM staff, proper planning, and reporting. Overall, the FM system was properly set up; maintained; and regularly monitored, reported, and audited.

Procurement

51. Procurement under the project was implemented in accordance with the World Bank's Procurement and Consultant Guidelines and in accordance with the provisions of the Loan Agreement. The borrowers' teams received trainings on procurement at the early stages of project implementation. The MTR recorded inadequate procurement capacity in the BFD (moderately satisfactory) and no related issues but some delays in the PCU Nepal (moderately satisfactory). Later stages of project implementation revealed continuous procurement issues in Bangladesh and consistent moderately satisfactory ratings by the World Bank team. The final Aide Memoire recorded improvements and increased the procurement ratings. The PCU Nepal performed consistently satisfactorily.

2.5 Post-completion Operation/Next Phase

52. The fact that the SAWEN Statute was endorsed and that it is now an official intergovernmental agency emphasizes the success of the project in getting the region's Governments to work together on the issues related to law enforcement and wildlife conservation in the future. Overall, project activities in both Nepal and Bangladesh were designed and implemented with an understanding of the required transition and post-project operations. The assets, human capacity, knowledge products, and regional coordination capacity generated by the project will require further support from the Governments and donors if the full effect is expected in the long run. The World Bank team closely cooperated with both the BFD Bangladesh and PCU Nepal to properly secure the investments financed by the project, identify any issues related to project's sustainability, and confirm the transition arrangements through the project endorsed by the borrowers' Transition Plans. Transition Plans included provisions of recurrent budget, staffing, and management to the assets, institutional units, and select policies generated by the project.

53. A bridging project was undertaken by the Government with its own resources to continue the programs started under the project. The process of transferring trained and experienced project manpower to the budget revenue is in its final stages. BFD also developed a Forest Investment Plan with support from the Climate Investment Fund where due emphasis was given to the wildlife sector. GoB also decided to include PA management and wildlife conservation in the upcoming Sustainable Forests & Livelihoods (SUFAL) project that will also be supported by the World Bank.

3. Assessment of Outcomes

3.1 Relevance of Objectives, Design, and Implementation

54. **Relevance of objectives - High.** The relevance of objectives is rated High. The project objectives were relevant to the Country Assistance Strategy (CAS) for the two countries at the time of approval and remain consistent with the objectives of the World Bank's Country Partnership Strategy FY2014–2018 in Nepal and Country Partnership Framework (CPF) FY2016–2020 in Bangladesh, which were designed to help the Governments achieve their development objectives. The PDO also remains relevant for bringing the focus on threats to habitats in border areas. In 2011 when the project started, no regional mechanism existed for addressing

transboundary illegal wildlife trade and other conservation threats. Regional cooperation on wildlife protection and conservation remains a highly relevant issue for countries in South Asia. This is a key area where the project contributed significantly. The project remains relevant to the Governmental objectives in support of the activities under the international conventions, global and regional agreements and programs, including the Convention on Biological Diversity (1992), Convention on International trade in Endangered Species (1981), Convention on Wetlands (1971), and the St. Petersburg Declaration on Tiger Conservation GTRP (2010). The project is also relevant to Goal 7 of the MDGs seeking to reduce the loss of biodiversity and recognizing the link between poverty and natural resource depletion. The PDO and the project activities were in line with the country strategies relevant to combating illegal wildlife trade and managing endangered species and habitats conservation.

55. **Relevance of design - Modest.** Given that this was the first ever regional project in South Asia, the choice of a horizontal APL, allowing countries to join as and when they are ready was a novel design feature. The project components and investment activities were appropriate to achieve the desired outcomes. The two main components, as designed, were required to foster regional cooperation and build shared capacities. Some country level activities could have been designed differently but were left in the form of a *window* wherein demand-driven proposals were expected. The indicators chosen to measure the outcomes needed some adjustments, as they did not align well with the expected outputs and outcomes, especially at the regional level. It is commendable that though its focus was on regional capacity and country-specific wildlife conservation, the project invested in activities that would benefit the local population. At the community level the use of competitive and demand-based approach for financing subprojects under the two windows of Component 2 remains an innovative design feature. A logical chain between components, their inputs, activities, outputs to achieve intermediate outcome targets, and PDO indicator outcome targets was not clearly designed and needed improvements. The PDO was not covered by sufficient and relevant indicators to measure its achievement, which resulted in the revisions of the Results Framework and restructuring. Each component proved to be necessary and well aligned with achieving the PDO, however. The project's initial two-pronged approach proved to be appropriate in a comprehensive attempt to deal with the systemic issues of illegal wildlife trade and habitat and wildlife management through building initial capacity at the regional and national levels and investing in habitat and wildlife management activities. The project benefited from a high-level engagement at the international level through the various Governments' commitments, including the St. Petersburg Declaration on Tiger Conservation. The windows approach to the investments, after the initial implementation challenges, proved to secure the demand-driven approach to address the strategic and most urgent issues and secure benefits for the local population.

3.2 Achievement of Project Development Objectives

56. The achievement of the project objectives is rated Substantial. The PDO² is to assist Recipient in building and/or enhancing shared capacity, institutions, knowledge, and incentives to tackle illegal wildlife trade and other selected regional conservation threats to habitats in border areas.

² From the Financing Agreement.

57. The PDO is complex and multipronged and has two sub-objectives; see Table 2. Each of the sub-objectives were rated separately using the four-point scale: Negligible, Modest, Substantial, High. The project has achieved its development objectives as measured by the set of monitoring indicators presented in the PAD (2011) and the Restructuring Paper (2015).

Table 2. PDO Sub-objectives and Ratings

<p>Sub objective 1. Building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade.</p>	<p>Substantial: Two Prime Minister level meetings held; Regional (SAWEN) and national institutions created, 2 new laws/policies enacted, 2 forensic labs launched, 1,992 (320 in Nepal and 1,672 in Bangladesh) staff trained, 107 new staff employed, 18 pilots tested, and plans created; 47 practical knowledge products and good practices were generated and shared between the countries in 3 regional meetings; 20 communication outputs completed.</p>
<p>Sub objective 2. Building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas.</p>	<p>Substantial: SAWEN, Nepal - supported to institutionalize Wildlife Crime Control Coordination Committee and Wildlife Crime Control Bureau (WCCB) with 22 district units; Bangladesh - Wildlife Crime Control Unit (WCCU) and 3 new Wildlife Management and Nature Conservation Divisions; 18 implemented pilot initiatives that address trans-boundary wildlife issues - 7 in Nepal and 11 in Bangladesh.</p>

58. The project has resulted in the following main benefits contributing to the achievement of the development objective:

59. **Sub objective 1. Building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle illegal wildlife trade. Substantial.** The first part of the development objective was substantially achieved. Shared capacity, institutions, knowledge, and incentives were enhanced through a combination of:

- **Strengthened regulatory and legislative frameworks:** The substantial increase in penalties and fines related to poaching and illegal wildlife trade is a result of the strengthened regulatory framework. Training and better tracking of crimes will result in collection of the increased fines. This relates to the enhancing of institutions and incentives part of the sub objective.
- **Creating, institutionalizing, and operationalizing SAWEN.** It is a collaborative platform for addressing illegal wildlife trade in the region; managing transboundary threats to habitats; and jointly building capacity through training; since its endorsement by five South Asia countries, SAWEN has become a formal intergovernmental platform. This relates to the building and enhancing shared capacity part of the sub objective. SAWEN is now an official intergovernmental agency promoting regional cooperation in tackling the burgeoning and transnational wildlife trade and crime in South Asia. It is the only institutional intergovernmental formal mechanism in the region to address the trans-boundary issues of illegal wildlife trade.
- **Knowledge products prepared and delivered.** The participating Governments developed and shared 47 knowledge products on wildlife crime and/or wildlife

conservation among the SAWEN countries. Shared in three thematic meetings hosted by the GoB (October 28–29, 2016; December 11–14, 2015; and March 10–11, 2015) and online on the Governments’ websites, the knowledge products consist of national strategies and protocols for wildlife conservation, PA management plans, innovative pilot projects on wildlife conservation, and practices in wildlife law enforcement. These knowledge products helped better understanding of the conservation threats and issues, as well as the solutions and plan for their implementation.

- **Wildlife law enforcement institutions created and operationalized.** Strengthening of the agency — WCCU — for monitoring, regulating and enforcing wildlife crimes. This relates to the enhancing of institutions and knowledge part of the sub objective. Enforcement agencies were created in each participating country at the national and subnational levels. The wildlife crime database system was developed to strengthen and operationalize the WCCU in Bangladesh and shared with the SAWEN countries. These achievements help systematize and institutionalize the enforcement efforts and thus make them more effective.

60. **Sub objective 2. Building and /or enhancing shared capacity, institutions, knowledge and incentives to tackle other selected regional conservation threats to habitats in border areas. Substantial.** The PAD describes the other selected regional conservation threats as threats to habitat protection, HWC and threats to tiger, snow leopard, rhino and elephant, and accordingly, project investments were not confined to the border areas alone. These threats were addressed in several ways as part of implementing the second part of the development objective. It saw some innovative subprojects, even though India’s absence in participating in the regional wildlife project limited the potential gains. Although the VRCE had to be dropped, potentially impacting the collaborative research and networking among researchers, experts, and related institutions, establishing and full operationalization of SAWEN will help overcome this. Successful activities in Bhutan that contributed to regional wildlife conservation include:

- **The Tiger survey has been completed and the report published (2015)³.** The activity was carried out with Technical Assistance from the Wildlife Institute of India and partially fulfills the strategic objectives of the Bangladesh Tiger Action Plan. The report details the survey methodology and provides an agreed baseline from which to work towards addressing commitments under the Global Tiger Recovery Program. According to the Tiger Status Report the tiger population is thought to be somewhere between 83 and 130 individuals. The Tiger survey using camera trapping allows the identification of individual tigers using a pattern recognition program specifically designed for tigers. This information is also useful for combatting illegal trafficking networks.
- **Sub-projects and pilot activities identified and completed.** The outcome of sub-projects has led to the capacity building of PA staff, improved effectiveness of anti-

³ First Phase Tiger Status Report of Bangladesh Sundarbans, Wildlife Institute of India and Bangladesh Forest Department, October 2015

poaching/patrolling activities contributing to consecutive 28 months of zero poaching, better habitat and water resources for prey-base and flagship species, and better response to the incidences in the PAs, providing regional conservation benefits through replication by other member countries. The 18 pilot initiatives implemented in Bangladesh and Nepal benefited conservation and protection of wild elephant, tiger, snow leopard, rhinoceros, white-rumped vulture, lengur, and spoon-billed sandpiper and trans-boundary human-wildlife conflict management.

- **Building and strengthening infrastructure to address other selected regional conservation threats:** Establishing of two wildlife rescue centers—in Taba and Southern Gelephu, which have started functioning and have already rescued and treated 210 wild animals. The enhancement of the visitor center at Royal Botanical Park, Lamperi and facilities is also resulting in raised awareness regarding illegal poaching and wildlife trade. This relates to the shared capacity, institutions and knowledge part of the sub objective.
- **Investments for addressing human-wildlife conflicts: A key strategy for addressing other regional conservation threats is addressing the critical issue of HWC.** The project invested in installing solar electric fences thereby providing protection from wild elephants both to crops and local communities. Human and elephant casualties were reduced to zero.
- **Selected regional conservation threats effectively addressed and tiger conservation enhanced.** Threats to habitat protection; human-wildlife conflict; and threats to tiger, snow leopard, rhinoceros, and elephant were addressed through comprehensive monitoring, protection, and conservation programs. Tiger conservation efforts were significantly boosted through a tiger population survey in Bangladesh and Spatial Monitoring and Reporting Tool (SMART) patrolling in the Sundarbans Reserve Forest in Bangladesh and Chitwan National Park, Shuklaphanta Wildlife Reserve, and Banke National Park in Nepal.

Bangladesh

- Wildlife Conservation Act (2012) approved by the Parliament; 21 rules have been developed.
- A total of 107 officers/staff appointed in the project have been absorbed into the revenue budget and also received training; 1,672 BFD staff trained in wildlife crime and/or conservation.
- A total of 13 national parks developed ecotourism plans.
- A total of 20 communication outputs produced; Communication plan executed.

Nepal

- Central-level WCCB was created and 16 field-level WCCBs were established in 18 districts.
- Legislation for effective compliance of CITES was drafted and is being approved by the Parliament; national CITES secretariat being set up.
- A total of 320 staff trained in state-of-the-art tools on wildlife conservation.
- A total of 11 pilot projects designed and implemented to improve protection and conservation of key flagship species.
- A total of 372,000 ha brought under enhanced biodiversity protection.

61. Additional information on the outputs by component can be found in annex 2.

3.3 Efficiency

62. Project efficiency is assessed based on the benefit-cost analysis of the project and comparison with cost and efficiency of similar activities and is rated Substantial.

63. The economic analysis at the appraisal (PAD) was based on the assumptions extracted from the literature regarding the economics of combating global crime and, in particular, cooperative actions against terrorism (2009 paper⁴, Sandler et al.). Most of the simulations calculated based on these assumptions resulted in benefit-cost ratios (BCRs) of above 1, demonstrating that the benefits of the proposed project exceed the costs. The ICR economic analysis is built on the following three approaches: (a) limited testing of appraisal-stage calculations (mostly assumptions based); (b) benefit-cost analysis based on the area under enhanced biodiversity protection, delivered by the sub-projects financed by the Strengthening Regional Cooperation for Wildlife Protection in Asia Project (SRCWP) in Bangladesh and Nepal; and (c) comparative analysis of project costs.

Testing PAD Calculations

64. Obtaining accurate data on wildlife crime is still a challenge, as it was at the time of the project appraisal. The recent United Nations Office on Drugs and Crime (UNODC) World Wildlife Crime Report, which draws on the global seizure database 'World WISE', summarized gaps in the existing wildlife crime reporting data as follows: (a) absence of data for species that are not listed by CITES, but illegally harvested and traded internationally; (b) illegal harvesting of wildlife, which is out of scope of CITES regulation; and (c) data on domestic markets for wildlife. World WISE database covers some of these gaps; however, geographic and temporal coverage is still limited.

⁴ Sandler, Todd, Dann Arce and Walter Enders (2009). *Transnational Terrorism*. In Bjorn Lomborg, ed. *Global Crises, Global Solutions*, 2nd edition. (Cambridge University Press, Cambridge. U.K.). 516-62.

65. Because of a lack of project-specific data on reduction in wildlife trade, the ICR team tested the project impact and effectiveness at its closure based on qualitative and quantitative data analysis. For one, rates of rhinoceros poached globally are increasing, especially African rhinoceros—from less than 100 in 2006 to above 1,300 in 2015 (UNODC 2016). Moreover, data for Asia show that the majority of seizure incidents are related to the mammal species. Despite these trends, Nepal reported 1,000 days of zero poaching of rhinoceros in January 2017. This achievement is recognized as a success story not only in the region but globally as well. While many factors contributed to these results, success can be attributed to the establishment of SAWEN in 2010 according to the Government. SAWEN, as an institution, allowed mobilizing security forces in the region in more coordinated ways than before. Given these data and reports, it is reasonable to suggest that certain decline in illegal wildlife trade is attributable to the project and can be applied to test appraisal economic analysis.

66. Applying current average discount rate of 5 percent in Bangladesh and Nepal (World Bank data 2016), we base our analysis of the BCR considering appraisal-stage assumptions for the rest of the variables (annex 3). Based on these assumptions, benefits exceed the cost in most cases, except the rate of elimination of 0.5 percent and value of international wildlife trade (IWT) of US\$1 billion for the current discount rate value.

Benefit-Cost Analysis

67. BCR analysis also demonstrated that under current assumptions, this project could be considered as being economically viable: even under 1 percent increase in the benefits flow, the BCR for this project is above 1, and under 20 percent increase in benefits flow, the BCR value is 21.9. Details are as follows.

68. Sub-projects implemented under Component 2 aimed to support PAs, RFs, and NFs management with regional conservation benefits; these activities were designed to assure improved flows of environmental services. Under this subcomponent, 36 activities were implemented in Bangladesh and 11 in Nepal. Significant outputs generated as a result of these interventions include PA management plans in Bangladesh for key PA areas, habitat restoration and improvement activities, watershed restoration actions, prevention of human-wildlife conflict, community-based human-elephant conflict (HEC) management, and ecotourism development (annex 2). It is difficult to quantify the magnitude of these benefits and their values in the absence of specific data. Instead, a model approach has been used to determine the robustness and effectiveness of the interventions under this component.

69. The methodology for valuing these ecosystem services was suggested by the Indian Institute of Forest Management in 2015,⁵ in the Economic Valuation of Tiger Reserves study. Six tiger reserves were selected to provide indicative economic values associated with tiger conservation in the country, in various ecological and socioeconomic contexts. In addition to quantitative and qualitative estimates of ecosystem services, the study also explored other values.

⁵ Verma, M., D. Negandhi, C. Khanna, A. Edgaonkar, A. David, G. Kadekodi, R. Costanza, and R. Singh. “Economic Valuation of Tiger Reserves in India: A Value + Approach.” Indian Institute of Forest Management. Bhopal, India, January 2015.

70. The Value+ approach taken by the study represents all benefits for which monetary economic valuation is possible and conducted based on the available data. The ‘+’ represents all those benefits for which economic valuation is currently not possible. Therefore, the economic values calculated by this study are rather conservative, at its lower bound. According to the study, the benefits flow provided by the ecosystem services in the selected tiger reserves varied from approximately US\$777 per ha to US\$2,956 per ha. In the economic analysis for the SRCWP, it was assumed that similar benefit flows were achieved toward the project end in the areas where management was improved and thereby flow of ecosystem services increased.

71. According to the project reported data, in Nepal, 372,000 ha of the PA and reserves were brought under enhanced biodiversity protection. This is the outcome of collaborated efforts between the World Bank supported project and other conservation partners, including the Government.

72. In Bangladesh, this area is 27,582 ha without vulture preservation area. To calculate the benefit flow attributable to the project, several scenarios were applied: 1 percent, 5 percent, 10 percent, or 20 percent increase in the benefits flow to achieve values of Tiger Reserves study. The associated BCR would be from 1.3 to 6.3 to 12.0 to 21.9. Detailed results of these calculations are summarized in annex 3.

Comparison with Similar Projects and Initiatives

73. The economic rate of return (ERR) derived through a comparison analysis of projects with similar activities varies in the range of 7–12–18 percent, demonstrating the project’s economic viability.

74. The analysis of the project costs concludes that the project achieved significant outcomes and specific outputs and is not an outlier in terms of its costs. In Bangladesh, the project supported the passing of the Wildlife (Conservation and Security) Act and the establishment of the Wildlife and Nature Conservation Wing; this is in addition to positions created to strengthen these units, capacity building, and training. In Nepal, the establishment and operationalization of SAWEN and its secretariat has provided a new regional mechanism to address illegal wildlife trade on the regional level. The project established the WCCB, strengthened capacity of the National Forensic Science Laboratory (NAFOL) and Nepal Academy of Science and Technology (NAST), and provided training and capacity building to 320 park and law enforcement staff. One of the significant outcomes of the project is the decision by India to join SAWEN (2016), to join forces in reducing wildlife crime and illegal trade of wildlife species, monitoring, and regional concerted effort for biodiversity conservation. Comparing the costs, for example, discrete data for the similar activities implemented by the Clinton Foundation to support the establishment of Wildlife Enforcement Framework, capacity building, and training varied from US\$1 million to US\$59 million.

75. The project results were also compared with the similar projects implemented by the World Bank and Global Environment Facility (GEF) between mid-90s and now. These projects had arguably similar PDOs and/or outcomes and generated benefits for the local communities by providing investments for sub-projects in biodiversity conservation, alternative income generation, soil erosion prevention, afforestation, and so on. Economic analyses conducted for the sub-projects

and benefits generated in each of these investments demonstrate efficiency of these investments in the range of 7–12–18 percent (see annex 3 for the details). It is assumed that 36 sub-projects implemented in Bangladesh (13 PA management plans and action plans for wildlife conservation and ecotourism development, habitat restoration, fencing, and tourism facilities) and 11 sub-projects in Nepal (habitat management, grassland and water management, and human-wildlife conflict prevention) will have similar ERR for the compatible discount rate and funding amount.

76. Additional information on the economic and financial analysis is found in annex 3.

3.4 Justification of Overall Outcome Rating

77. The ratings were justified based on the following: The Overall Outcome is Moderately Satisfactory based on the High relevance of the project’s objectives, Modest relevance of the design, Substantial achievement of Development objectives, and Substantial efficiency. The PDO and two sub-objectives were substantially achieved—the participating countries have been able to build and enhance shared capacity, knowledge, institutions, and incentives to tackle illegal wildlife crime and other threats to conservation with a sustainable mechanism. The project outcomes are consistent with Bangladesh’s development planning and international commitments, as well as the World Bank’s CAS/CPF. The efficiency is rated Substantial because the benefits to date and additional benefits, which are yet to be realized, are substantial. The project restructuring improved its performance, and the project was implemented below the estimated costs and on time. Following the Guidelines,⁶ the weighting evaluation method was used for determining the outcome rating, considering both the original and formally revised indicators, and targets; The overall outcome rating could have been rounded up to Satisfactory, however due to the design and early implementation shortcomings, the ICR is taking a conservative approach and rating the overall objective Moderately Satisfactory, see Table 3.

Table 3. Weighted Evaluation Method for Formally Revised Objectives and Targets

Parameters	Against Original PDO and Indicators	Against Revised PDO and Indicators	Overall
Rating	Moderately Unsatisfactory	Satisfactory	—
Rating value	3	5	—
Weight of budget disbursed before/after Results Framework change	54%	46%	100%
Weighted value	1.62	2.30	3.92
Final rating (Rounded)	—	—	Moderately Satisfactory

3.5 Overarching Themes, Other Outcomes, and Impacts

(a) Poverty Impacts, Gender Aspects, and Social Development

78. The project areas are located in poverty-ridden rural areas where most of the local people depend on natural resources for daily living. While focused on protection and conservation of the natural habitats and wildlife populations, the project supported the alleviation of the human-wildlife conflicts, outreach, and dissemination of knowledge that positively contributed to a large

⁶ Implementation Completion and Results Report Guidelines. Operations Policy and Country Services, August 2006, updated July 2014. World Bank.

number of local people. In addition, solar-electric fencing of the villages in Bangladesh and of the crop field in Nepal contributed to better physical and food safety of people living in the project areas near protected wildlife. The avoided conflicts and saved wildlife and human lives and crops will positively affect the local and regional economy. Conservation of globally renowned and highly endangered wildlife, such as tigers, elephants, snow leopards, and others, has a positive effect and added value to the tourism industry as well as to the global community.

(b) Institutional Change/Strengthening

79. The project had a substantial institutional strengthening and development component and was designed to set up the framework and institutions for the longer-term impacts in addressing the issues of wildlife crime in the region. The project successfully introduced new policies in both countries to enable and supplement institutional capacity development and strengthening. The project also contributed to a successful collaboration of the countries in the region on these issues. It is expected that the national law enforcement and intergovernmental SAWEN institutions will have long-term positive effect.

(c) Other Unintended Outcomes and Impacts (Positive or Negative)

80. The project catalyzed significant collaboration and leveraged incremental financing among the countries and between the Governments and international partners in the region that resulted in strengthened support and additional financing of the wildlife law enforcement and conservation programs in Bangladesh and Nepal. For example, United States Agency for International Development invested approximately US\$13 million into a four-year program called Bengal Tiger Conservation Activity (Bagh), starting from 2014.

3.6 Summary of Findings of Beneficiary Survey and/or Stakeholder Workshops

81. Two similar online surveys were conducted in Bangladesh and Nepal. The purpose was to build capacity of the implementing agencies in M&E and reach out and solicit views on the various aspects of project implementation from a wide range of the project's stakeholders. The survey reached out to some 180 people in Bangladesh and some 100 people in Nepal, with a 10–15 percent response rate. The key findings of the survey are mixed; however, they do confirm the major findings of the ICR team. For example, about half of the respondents in Bangladesh confirmed that the project was successful and achieved its objectives, while in Nepal, 100 percent responders were convinced that the project was a success. Success stories of the project were identified almost unanimously, while failures were attributed to the delayed start of the project, slow implementation due to confusing procedures, and frequent changes of the Project Director in Bangladesh. The survey details are in the annex 5.

4. Assessment of Risk to Development Outcome

Rating: Moderate

82. The overall risk to development outcome is rated Moderate for the following reasons:

- **Technical risk is Moderate.** Conservation practices used in the project are well-established with common methodologies previously tested and are technically simple. Their continued implementation is not technically difficult.

- **Governance risk is Moderate.** The established SAWEN Statute and the mechanism for continued regional collaboration on illegal wildlife trade are driven by higher-level intergovernmental and national processes, and coordination and activities are established.
- **Environmental risk is Low.** The Environmental Assessment rating of category B appropriately reflected the initial assessment that the environmental risks were of limited and manageable scope. Both Bangladesh and Nepal fully complied with the environmental protection requirements.
- **Financial and procurement risks are Moderate** because of strengthened capacity and achieved objectives; no significant shortcomings were recorded during the implementation; Transition Plans were adopted and recurrent budget financing was requested and has been committed.
- The key factor contributing to the achievement of the development objective is the continued support and leadership of the Governments, their collaboration on the regional agenda of wildlife law enforcement, and full completion of the national activities.

5. Assessment of Bank and Borrower Performance

5.1 Bank Performance

(a) Bank Performance in Ensuring Quality at Entry

Rating: Moderately Unsatisfactory

83. The project was prepared in a short time, with nine months from the Concept Review (July 2010) to Board Approval (April 2011) and with adequate budget costs. The project was designed based on various technical, ecological, social, economic, and financial analyses, with adequate beneficiary/stakeholder consultations and their participation. The project invoked a two-pronged approach: (a) capacity building to address the illegal wildlife trade through regional cooperation and (b) habitat protection and management to generate regional conservation benefits, address human-wildlife conflict, and thus ensure the conservation of flagship species of global relevance—tiger, snow leopard, rhinoceros, and elephant in increasingly fragmented habitats. The World Bank mobilized a team with all the necessary skills, including specialists in biodiversity, conservation, social, and regional sectors; natural resource economists; and FM, procurement, legal, and special advisers. The bulk of funds for the project investments were placed under the two competitive grant funding windows in Component 2. While it gave necessary flexibility in selection of the conservation activities, this project design exposed large part of the credit to risk of delayed implementation due to unclear implementation guidelines. This design challenge together with overestimated fiduciary capacity caused delays in inviting proposals, their processing, and approvals.

84. The team designed adequate mechanisms for project administration at the national level and two mechanisms for coordination at the regional level—Regional Policy Steering Committee and Operational Steering Committee for Regional Coordination. An FM action plan was prepared by the World Bank team to increase the FM capacity, as well as to create adequate arrangements

for internal and external controls. The team noted some pending audit issues related to the IDA-financed Forest Resources Management project previously implemented by the BFD at entry.

85. The World Bank environmental specialist identified limited environmental potential impacts and verified adequate arrangements for mitigating and monitoring them. Extended public consultations were held during project preparation. The technical, environmental, and social risk assessments were thorough and identified appropriate risk mitigation measures.

(b) Quality of Supervision

Rating: Satisfactory

86. Supervision missions with qualified skills mix were carried out on a regular basis over the 6.5 years of the project implementation. Delays in the implementation schedule and the need to enhance the procurement and FM capacity, to make up for the lost time, were continuous themes of the supervision mission Aide Memoires. The MTR mission and the subsequent restructuring were critical for the achievement of the PDO by improving the results framework and balancing the costs among the components to reflect the changes. The World Bank maintained a collaborative relationship with the clients and was regarded as a trusted partner. Adherence to the EMP was monitored regularly and confirmed by the World Bank safeguards specialist. Procurement issues (lapses in procurement capacity, weaknesses in budget planning and monitoring, inadequate internal controls, and persistent delays in disbursements) were addressed through the increased capacity and several trainings. The World Bank has been providing continuous and rigorous support to the borrowers that helped overcome initial delays, and the team managed to complete the project successfully despite design and quality at entry shortcomings.

(c) Justification of Rating for Overall Bank Performance

Rating: Moderately Satisfactory

87. The overall World Bank performance is rated Moderately Satisfactory due to Satisfactory rating for Supervision and Moderately Unsatisfactory rating for Quality at Entry.

5.2 Borrower Performance

(a) Government Performance

Rating: Moderately Satisfactory (Bangladesh: Moderately Satisfactory; Nepal: Satisfactory)

88. The GoB considered the project to be of high regional and national importance. It was assessed and cleared by the Bangladesh MOEF and Bangladesh Ministry of Finance, as well as by the Nepal MOFSC and Nepal Ministry of Finance. Both Governments monitored the project implementation at the high level, including the visits and recognition by the respective Prime Ministers.

89. These performance ratings are based on, but not limited to, the following factors: adequacy of beneficiary/stakeholder consultations and involvement; readiness for implementation; implementation arrangements and capacity; appointment of key staff; timely resolution of implementation issues; fiduciary (FM, governance, provision of counterpart funding, procurement, reimbursements, and compliance with covenants); adequacy of M&E arrangements, including the

utilization of M&E data in decision making and resource allocation; relationships and coordination with donors/partners/stakeholders; and adequacy of transition arrangements.

(b) Implementing Agency or Agencies Performance

Rating: Moderately Satisfactory (Bangladesh: Moderately Unsatisfactory; Nepal: Satisfactory)

90. The BFD and its PMU were continuously understaffed and had low capacity and expertise, as reflected throughout the World Bank's Aide Memoires, up until the last one in November 2016, which speaks about the low readiness and implementation capacity. Key project staff have seen frequent changes, and five Project Directors led the effort through the project cycle. The BFD also ran into legal issues with bid evaluation that caused a significant delay in the construction of the Wildlife Center in Bangladesh. These factors negatively affected procurement, plans preparation and monitoring, and timely disbursements. Despite this, the last Project Director and his team were able to address the key issues and secure the delivery of all the activities in line with the restructured project in the last quarter of the project cycle.

91. Nepal's DNPWC and its PCU secured satisfactory performance throughout the project cycle. The key project staff remained in place throughout the project cycle. Implementation was also delayed but not significantly. The team had adequate capacity for funding, procurement, and FM; timely response on issues' resolution; disbursements on time and in the full amount; and compliance with the World Bank's fiduciary, environmental, and social requirements.

(c) Justification of Rating for Overall Borrower Performance

Rating: Moderately Satisfactory (Bangladesh: Moderately Satisfactory; Nepal: Satisfactory)

92. The overall borrowers' performance is rated Moderately Satisfactory for Bangladesh and Satisfactory for Nepal due to proactivity and efficient and effective decision making, which led to the project being implemented on schedule and below the original project costs. Bangladesh's performance lacked initial proactivity and was characteristically suboptimal in the first three quarters of the project cycle; however, the borrowers managed to catch up with the planned activities and improve the performance, leading to the implementation of all the activities in line with the Restructuring Paper (December 2015).

93. The borrowers ensured that the project remained in full compliance with the World Bank's fiduciary requirements through most of the project implementation period in Bangladesh and all the time in Nepal and ensured the delivery of the stated development objectives on time. All the audit reports did not bring up major issues. There were no environmental issues. The Governments requested and the World Bank agreed to restructure the project and reduce the amount, as detailed in section 1.6.

6. Lessons Learned

94. The project's implementation generated a number of lessons, among which, the ICR team has identified the following, most significant ones:

- (a) **Regional approach proved to be effective in addressing trans-boundary and common issues, and project design should allow differentiating performance assessment by country.** Example of regional coordination between Bangladesh,

Nepal, and India on strategic issues during the regional meetings was supported by the leadership and proved to be effective in synchronizing policies, adopting new good practices, sharing experience, and coordinating wildlife law enforcement approaches. This is a positive lesson regarding project design and applies for similar operations in other countries.

- (b) **Biodiversity conservation projects should build better Results Frameworks, collecting evidence about broader social and economic benefits.** For example, this project generated a number of socioeconomic and ecological benefits, such as the conservation of globally important keystone species, reduced risk of human-wildlife conflict, protected crops and saved lives, and jobs created in conservation and ecotourism. The project design and implementation would benefit from proper capturing of these benefits in the economic analyses and thus positively affecting proper communication of the project's results to the higher levels of governments, especially to the Ministries of Finance. This is a positive lesson regarding project design and applies for similar operations in other countries.
- (c) **Regional projects focusing on global public goods are difficult to design and implement and good prior analysis of capacities and respective commitments through adequate preparation time is not optional.** The project provides experience that balancing management expectations and commitments require sufficient time, especially when the project has regional scope and content. A hastily prepared regional operation could result in initial implementation delays that have a bearing on the overall progress of the project.
- (d) **Focusing and supporting institutional strengthening is the key to achieve regional shared goals.** The project rightly supported the establishment and strengthening of in-country and regional institutions with shared common goals and objectives. This increased the ownership by the countries, as well as ensured the post project sustainability of the investments made.
- (e) **Projects trying to pilot novel ideas and cooperation on transboundary issues need to have measurable indicators from the beginning.** It is critical to get a good and measurable Results Framework in place right at the beginning. Unless success of regional cooperation is measured and documented reasonably, there is a risk of the participating countries not engaging meaningfully. On the other hand, if regional cooperation is measured well, it could pave the way for scaling up of such actions in future.
- (f) **A comprehensive organizational capacity building is more effective than providing activity-based training to concerned staff.** The project invested in building organizational capacities across participating countries, several of which are likely to draw on these resources. This is an effective strategy to build long-term sustainability of investments made in capacity building rather than training staff resources to provide short-term project-level benefits.

7. Comments on Issues Raised by Borrower/Implementing Agencies/Partners

(a) Borrower/Implementing Agencies

95. No issues were raised by the borrowers.

(b) Cofinanciers

96. Not applicable.

(c) Other Partners and Stakeholders

97. No issues were raised.

Annex 1. Project Costs and Financing

(a) Project Cost by Component (in US\$ Million Equivalent)

Components	Appraisal Estimate (US\$, millions)	Actual (US\$, millions)	Percentage of Appraisal
A. Bangladesh			
Component 1: Capacity building and cooperation for addressing the illegal trans-boundary wildlife trade	8.30	10.7	129
Component 2: Promoting wildlife conservation in South Asia	23.50	13.0	55
Component 3: Project coordination and communication	4.60	5.5	119
Total Baseline Cost	36.40	29.20	
Price Contingencies	2.60		
Total Project Costs	39.00	29.20	
Total Financing Required	39.00		
B. Nepal			
Component 1: Capacity building and cooperation for addressing the illegal transboundary wildlife trade	0.90	1.00	111
Component 2: Promoting wildlife conservation in South Asia	1.60	1.72	107
Component 3: Project coordination and communications	0.20	0.20	100
Total Baseline Cost	2.70	2.92	
Price Contingencies	0.30		
Total Project Costs	3.00	2.92	
Total Financing Required	3.00		

(b) Financing

Source of Funds	Type of Cofinancing	Appraisal Estimate (US\$, millions)	Actual (US\$, millions)	Percentage of Appraisal
A. Bangladesh				
Borrower		3.00	2.50	83
International Development Association		36.00	29.20	81
B. Nepal				
Borrower		0.00	0.00	0.00
International Development Association		3.00	2.92	97

Annex 2. Outputs by Component

Bangladesh	Nepal
Component 1: Capacity building for addressing the illegal trans-boundary wildlife trade	
<p>In 2012, the Parliament passed the Wildlife (Conservation and Security) Act, recognizing that “wildlife is crucial in keeping the environment in balance. For lack of proper protection, many species have become extinct and many others are on the verge of extinction.”</p> <p>A major result of the project was the reinforcement of wildlife management with the appointment of a Deputy Chief Conservator of Forests. This Wildlife and Nature Conservation Wing would take its place alongside the already established Social Forestry, Management Planning, Education and Training, and Development Planning Wings, bringing together, within a coherent administrative structure, the Wildlife Center (research and training); the Wildlife Circle (comprising the seven Wildlife Management and Nature Conservation Divisions and the Botanical Gardens—field operations and management); and the WCCU (crime fighting, intelligence, and cooperation with other relevant law enforcement agencies).</p> <p>Construction of two additional floors above the existing BFD offices in Agargaon has created new and fully equipped working space for the Wildlife Wing, the Wildlife Circle, the WCCU, and the forensic lab.</p> <p>The total staff complement of the Wildlife and Nature Conservation Wing stands at 503 positions. Of these, 107 positions were funded through the SRCWP. As the first step, the MOEF has absorbed 107 positions into the revenue budget, with two further rounds requested to reach a total of 262 new positions within the Wildlife and Nature Conservation Wing.</p> <p>The WCCU has been strengthened in the training offered to central and 180 frontline regional unit staff and in the creation and operationalization of the wildlife crime database. A total of 11 separate awareness actions have been undertaken in sea and airports to raise awareness of illegal trafficking, and information on wildlife crime has been distributed throughout the country. The forensic lab is in the final stages of completion, with the last equipment being put in place and with an International Consultant from the Wildlife Institute of India currently providing training to the lab staff on protocols and procedures. The WCCU has been active at the central and regional levels in developing informant networks as a key resource in preventing and</p>	<p>The establishment and operationalization of SAWEN and its secretariat has provided a new regional platform to develop a regional mechanism for addressing illegal wildlife trade by encompassing all regional member countries (Afghanistan, Bangladesh, Bhutan, India, Maldives, Nepal, Pakistan, and Sri Lanka). It is expected that the SAWEN Secretariat will adequately coordinate with all the member countries in developing it as a sustainable regional mechanism to address illegal wildlife trade and other conservation threats.</p> <p>Establishment of Nepal’s WCCB responsible for wildlife crime control along with forensic and quarantine and assistance in the discharge of the country’s responsibility as a signatory to the CITES was another major project achievement. Activities to achieve cross-border cooperation in combating wildlife crime between India and Nepal were also supported that resulted in an agreement to improve communication and collaboration. By the end of the project, a total of 22 WCCB units were formed in 24 wildlife crime-prone districts.</p> <p>Strengthening capacities of NAFOL and NAST in handling wildlife forensics was successfully undertaken with two trainings held for the staff: (a) morphological identification of wildlife parts and (b) deoxyribonucleic acid forensic techniques. Besides the training, the project also supported the enhancement of laboratory facilities. These activities have supported the strengthening of NAFOL and NAST’s capacity to adequately function as a frontal government body to effectively handle the forensics of wildlife offences. Similarly, a need for regional network of forensics, judiciary, and enforcement is felt in South Asia that demands country-specific capacities that meet regional standards.</p> <p>A total of 320 staff (159 park and 161 law enforcement staffs) were trained in bringing better capacity relevant to various areas of biodiversity conservation. The range of trainees included PA staff and law enforcement agencies, including customs, Nepal Police, Nepal Army, Armed Police Force, NAFOL, NAST, Department of Plant Resources, and judiciary personnel. These are expected to improve institutional capacity; enrich knowledge and skills; and generate technology, innovation, and knowledge management in the PAs.</p>

Bangladesh	Nepal
<p>repressing wildlife crime. The wildlife crime database will be instrumental in building an intelligence and information base to enhance the work of the units. The SRCWP has enabled the improvement of working relations between the WCCU and police, coast guard, and customs. The WCCU statistics would indicate that since 2012, some 547 offenders have been apprehended and brought to court; 223 mammals, 14,967 birds, and 19,192 reptiles have been rescued (and brought to rescue and recovery centers); and some 429 trophies have been seized. These numbers do not include the numbers coming from the SMART patrolling, which (since June 2016) amount to 140 arrests, 151 boats seized, 17 illegal camps, and 11 cases of illegal wood harvesting discovered. The WCCU and forensic lab are key to the effectiveness of the long-term struggle against illegal trafficking.</p> <p>A total of 1,672 BFD staff have received training (1,090 in wildlife management and 582 in wildlife crime control). A total of 150 Category A Forest Guards in border regions, 100 Forest Rangers, Police, and Border Guard Category B staff, and 180 members of the judiciary received training.</p> <p>The BFD staff have been able to attend master’s-level courses in Wildlife Management from the Wildlife Institute of India; Napier University, Scotland; and Thomson Rivers University, Canada. The BFD staff have attended SMART training in Thailand and training on procurement procedures of the World Bank in Hyderabad, India.</p>	<p>The project activities under this component have been consistent in providing DNPWC and DOF the much-needed skills, knowledge, and innovations to widen the scope and effectiveness of their centralized efforts in reducing wildlife crime and addressing key wildlife conservation issues.</p> <p>The project supported higher education research dissertation grants to more than 126 bachelor/master-level final-year students focusing on regional cooperation on wildlife conservation around thematic topics, such as conservation issues of flagship species, poaching and illegal wildlife trade, habitat conservation and management, and ecotourism and human-wildlife conflict. Out of 126 students, 34% students were female and similarly, 37% students were affiliated with the MOFSC.</p>
Component 2: Promoting wildlife conservation in Asia	
<p>A videoconferencing network linking the SRCWP, the Wildlife Circle and its various sub-offices in the regions, as well as the District Forest Offices in the six districts covered by the SRCWP (Dhaka, Chittagong, Sylhet, Barisal, Khulna, and Rangpur) was created.</p> <p>A total of 36 sub-projects (23 under Window 1 and 13 under Window 2) were implemented. The cumulative results of the implementation of these 36 sub-projects constitute a significant reinforcement of protection of wildlife in Bangladesh, and by extension in Asia, in three main ways.</p> <p>First, they have enabled considerable progress in strategic planning. The SRCWP has permitted the development of 13 PA management plans; Strategic and Action Plans for Wildlife Conservation; mammal management with emphasis on human-wildlife conflicts; management of birds and</p>	<p>PA, RF, and NF management with regional conservation benefits—a competitive, demand-driven approach to reward innovation and efficiency of PA managers was applied in selecting the activities that received support under Window 2 in Nepal. A transparent review and approval process for the window was developed and implemented through a series of workshops.</p> <p>The project successfully implemented the following 11 sub-projects spread over five thematic areas, namely habitat management, anti-poaching and wildlife crime control, flagship species conservation, HEC mitigation, and strengthening PAs for effective implementation:</p> <ul style="list-style-type: none"> (a) Strengthening wildlife protection by implementing MIST-based SMART Patrol System in Chitwan National Park (b) Habitat management in Padampur, Chitwan National Park

Bangladesh	Nepal
<p>herpetofauna; ecotourism development in the Sundarbans; and studies on elephant routes and corridors, tiger population, and vultures.</p> <p>Second, they have enabled significant wildlife conservation and management action in the field. The habitat restoration activities in Teknaf and Chunuti, for example, the turtle conservation measures taken in Cox’s Bazar, human-elephant measures in Sherpur and Chunuti, including the implementation of innovative fencing schemes for reducing conflict, or the SMART patrolling in Sundarbans and creation of safe zones for vultures, are all showing concrete results. The development of facilities for tourism in Hakaluli Haor, Sundarbans, Satchari National Park, and Kaptai; habitat improvement measures in Teknaf and Chunuti, Satchari National Park, and Altadighi National Park; or the protection of water sources in Rangamati District will all contribute to positive conservation and management outcomes. Most often, these activities have involved working closely with the communities through the creation of co-management committees, as in the case of forest restoration and alternative income generation activities in and around Teknaf Wildlife Sanctuary or the Elephant Response teams created in Sherpur and Cox’s Bazar.</p> <p>Third, the sub-projects have enabled a significant body of new knowledge, understanding, and organizational thinking to be advanced. The revision of the Red List of Bangladesh constitutes one major result. The tiger population estimation process initiated in the Sundarbans, studies of sea turtle movements in the Bay of Bengal, studies of elephant migration and globally threatened water birds in the coastal areas of Bangladesh, and population assessments of the saltwater crocodile and Gharial all constitute new or updated knowledge. It is important that this body of knowledge should inform future planning and strategic priority discussions, as well as be used for research and training in the Wildlife Center but also more broadly within the academic world. The sub-projects provided for inputs on the UNODC Wildlife and Forest Crime analytical toolkit and training on the use of the Management Effectiveness Tracking Tool (METT). The projects also often entailed a fruitful collaboration between the BFD and nongovernmental organizations (NGOs)/universities, as in the case of the human-elephant actions in Sherpur and Chunuti, including the implementation of innovative fencing schemes for reducing conflict, or the SMART patrolling in Sundarbans. This collaboration, while not new in the BFD, is worthy of note and should be encouraged in the future.</p>	<p>(c) Grassland and water resource management in Parsa Wildlife Reserve</p> <p>(d) Strengthening wildlife protection in Shuklaphanta Wildlife Reserve</p> <p>(e) Improving management of Bardiya National Park through habitat and human-wildlife conflict management</p> <p>(f) Strengthening wildlife crime control and wildlife protection in the Kathmandu Valley, District Forest Office, Kathmandu</p> <p>(g) Community-based HEC management in Jhapa District Forest Office</p> <p>(h) Strengthening BaNP for its effective biodiversity management</p> <p>(i) Problematic wild animal rescue and rehabilitation in and around Kathmandu Valley, District Forest Office, Kathmandu</p> <p>(j) Strengthening Koshi Tappu Wildlife Reserve for the effective management of its biodiversity</p> <p>(k) Enhancing the management of Shivapuri Nagarjun National Park.</p> <p>The outcome of the sub-projects has led to the capacity building of PA staff, improved effectiveness of anti-poaching/patrolling activities contributing to consecutive 28 months of zero poaching, better habitat and water resources for prey-base and flagship species, and better response to the incidences in the PAs. While all these sub-projects are consistent with addressing pressing conservation priorities, they are also suitable to provide regional conservation benefits through replication by other member countries.</p>

Bangladesh	Nepal
Component 3: Project coordination and communication	
<p>The need for regional policy discussions and coordination has been met through the establishment and operation of SAWEN.</p> <p>At the national level in Bangladesh, the SRCWP is overseen by an SRCWP National Steering Committee, meeting twice a year under the Chairmanship of the Secretary, MOEF, and provides overall direction and ensures that necessary actions and decisions are taken.</p> <p>The day-to-day operations of the SRCWP are supervised by a Project Implementation Committee (PIC), chaired by the Chief Conservator of Forests. The PIC meets every four months. The PIC reviews project progress and ‘burn rates’ for the various components and activities and raises and discusses any issues requiring attention.</p> <p>The SRCWP was run by a PMU headed by a Project Director and staff supported by the BFD personnel and consultants. In addition to the BFD staff assigned to the PMU and the 107 staff positions funded through the SRCWP, the overall national effort to promote the project has benefited—at different times and in different ways—from the engagement of the full staff (397 positions) of revenue-funded staff of the Wildlife Circle, Wildlife Center, and WCCU.</p> <p>A Communications Strategic Plan was developed by the company Expressions Ltd. in support of the protection of biodiversity and wildlife targeting specific audiences with key messages. A project website was established. In addition, a series of media films about five PAs of Bangladesh was made and screened in various locations (schools, community centers, and so on).</p>	<p>This component provided management and coordination of the project. The National Project Steering Committee, chaired by the Secretary of the MOFSC, adequately provided policy guidance to the project. At the national level, effective coordination was maintained through regular Project Management Committee meetings and briefing on project activities to different conservation stakeholders, including senior government officers. The national project coordination was successfully undertaken by the PCU, which effectively provided day-to-day project coordination and communication support. In addition, the project team actively participated in budget discussions and arranged trimester review meetings organized by the MOFSC. Similarly, effective coordination and communication were also maintained at the regional level and with the World Bank.</p> <p>The project adopted a multipronged approach to communications to meet local and regional challenges. The project set up separate communication units within the Project Implementation Unit/PMUs that coordinated strategies for national and regional communications. A wide range of consultations with various stakeholders was conducted at the local and national levels, and rolling consultations continued throughout the project cycle.</p> <p>Evidence from project progress reports indicate that all project-related national and regional communications were satisfactorily completed, which resulted in enhanced communication and coordination among the participating countries and wider enforcement communities.</p>

Annex 3. Economic and Financial Analysis

Assumptions and Approaches

1. The economic analysis at the appraisal (PAD) was based on the assumptions extracted from the literature regarding the economics of combating global crime and, in particular, cooperative actions against terrorism. The main argument was that “cooperative and offensive measures to weaken a transnational terrorist group would generate positive externalities to all countries at risk” (2009 paper⁷, Sandler et al.). The analysis at the appraisal drew a parallel between this approach and the proposed project’s goal on combating illegal trade in the region, assuming that if only one country succeeded in eradicating illicit trade networks, it is likely that illegal acts and networks are transferred to other countries with weaker enforcement.

2. The quantitative analysis in the PAD was built on Sandler’s methodology. As a starting point, one of the main assumptions was that the value of illegal wildlife trade in the region ranged from US\$2.6 billion to US\$3 billion, based on regional data (South Asia accounts for 13–15 percent of the world’s biodiversity) and illegal wildlife trade amount (estimated that the total value of the illegal wildlife trade is US\$20 billion). It was recognized that this assumption was a conservative estimate because South Asia’s biodiversity is disproportionately affected by illegal wildlife trade. One additional variable was the rate of elimination of illegal wildlife trade—assumptions for this variable were applied in the sensitivity analysis.

3. Most of the simulations calculated based on these assumptions resulted in BCRs above 1, demonstrating that the benefits of the proposed project exceed the costs. Indeed, many of the benefit-cost results were 2 and higher, reaching values above 40 in some cases. Still, the simulation results provided lower-bound estimates of the economic benefits of the project because it did not include other benefits such as ecotourism and benefits generated by the investments to the local communities. In that case, the break-even point for the project would be reached much earlier and the BCRs would be even higher.

4. The ICR economic analysis is built on three approaches: (a) limited testing of appraisal-stage calculations (mostly assumptions based); (b) benefit-cost analysis⁸ based on the area under enhanced biodiversity protection, delivered by the sub-projects financed by the SRCWP in Bangladesh and Nepal; and (c) comparative analysis of project costs.

Testing PAD Calculations

5. Obtaining accurate data on wildlife crime is still a challenge, as it was at the time of the project appraisal. The recent UNODC World Wildlife Crime Report, which draws on the global seizure database ‘World WISE’, summarized gaps in the existing wildlife crime reporting data: (a) absence of data for species that are not listed by CITES but illegally harvested and traded internationally, (b) illegal harvesting of the wildlife that is out of the scope of CITES regulation,

⁷ Sandler, Todd, Dann Arce and Walter Enders (2009). *Transnational Terrorism*. In Bjorn Lomborg, ed. *Global Crises, Global Solutions*, 2nd edition. (Cambridge University Press, Cambridge. U.K.). 516-62.

⁸ Data and analysis on benefits generated by the project will be included after we receive reporting numbers from the region.

and (c) absence of data on domestic markets for wildlife. World WISE database covers some of these gaps; however, geographic and temporal coverage is still limited.⁹

6. As a result, the economic analysis conducted at the design stage was based mainly on assumptions and was limited by the quality and absence of the wildlife crime data. Under the project, the indicator on wildlife crime was not included in the Results Framework for various reasons, mainly because it was expected to be measured and monitored by the law enforcement agencies established under the project. Before these institutions are set up, it was difficult to develop this indicator and monitor it. Additionally, the attribution issue prevented from developing a reliable indicator using existing data.

7. Because of a lack of project-specific data on reduction in wildlife trade, the project impact and effectiveness have been assessed based on qualitative and quantitative data analysis. For one, rates of rhinoceros poached globally are increasing, especially African rhinoceros—from less than 100 in 2006 to above 1,300 in 2015 (UNODC 2016). Moreover, data for Asia show that the majority of seizure incidents are related to the mammal species. Despite these trends, Nepal reported 1,000 days of zero poaching of rhinoceros in January 2017. This achievement is recognized as a success story not only in the region, but globally as well. While many factors contributed to these results, according to the Government, success can be attributed to the establishment of SAWEN in 2010, which allowed mobilizing security forces in the region in more coordinated ways than before.¹⁰

8. Given these data and reports, it is reasonable to suggest that certain decline in illegal wildlife trade is attributable to the project and can be applied to test the appraisal economic analysis. Applying the current average discount rate of 5 percent in Bangladesh and Nepal (World Bank data 2016), we base our analysis of the BCR considering appraisal-stage assumptions for the rest of the variables (Table 3.1). Based on these assumptions, benefits exceed the cost in most cases, except the rate of elimination of 0.5 percent and value of IWT of US\$1 billion for the current discount rate value.

Table 3.1. BCRs of the Project, Discount Rate 5 percent

Rate of Elimination of IWT (%)	Value of IWT (US\$, billions, for 10 years)						Value of IWT (US\$, billions, for 20 years)					
	1	2	3	4	5	6	1	2	3	4	5	6
0.5	0.5	1.1	1.6	2.2	2.7	3.3	0.9	1.8	2.6	3.5	4.4	5.3
1	1.1	2.2	3.3	4.4	5.4	6.5	1.8	3.5	5.3	7.0	8.8	10.5
2	2.2	4.4	6.5	8.7	10.9	13.1	3.5	7.0	10.5	14.1	17.6	21.1
3	3.3	6.5	9.8	13.1	16.3	19.6	5.3	10.5	15.8	21.1	26.4	31.6
4	4.4	8.7	13.1	17.4	21.8	26.1	7.0	14.1	21.1	28.1	35.1	42.2
5	5.4	10.9	16.3	21.8	27.2	32.7	8.8	17.6	26.4	35.1	43.9	52.7

Benefit-Cost Analysis

9. BCR analysis also demonstrated that under current assumptions, this project could be considered as being economically viable: even under 1 percent increase in the benefits flow, the

⁹ UNODC. 2016. *World Wildlife Crime Report: Trafficking of the Protected Species*.

¹⁰ <https://www.thethirdpole.net/2017/02/16/rhino-numbers-recover-but-new-threats-emerge/>

BCR for this project is above 1, and under 20 percent increase in benefits flow the BCR value is 21.9. Details are as follows.

10. The sub-projects implemented under Component 2 aim to support PAs, RFs, and NFs management with regional conservation benefits; these activities would assure improved flows of environmental services. Under this subcomponent, there are 36 activities that were implemented in Bangladesh and 11 in Nepal. Significant outputs generated as a result of these interventions include PA management plans in Bangladesh for key PA areas, habitat restoration and improvement activities, watershed restoration actions, prevention of the human-wildlife conflict, and community-based HEC management and ecotourism development (annex 2).

11. It is difficult to quantify the magnitude of these benefits and their values in the absence of specific data. Instead, a model approach has been used to determine the robustness and effectiveness of the interventions under this component using as proxies (a) area of habitat covered by the project interventions and (b) data on the estimated benefit flows of the ecosystem services provided by the various tiger reserves in India. Evaluated benefits included but are not limited to provisioning of water and fodder in the buffer areas, employment, habitat and refuge for the wildlife, and gene pool protection.

12. The methodology for valuing these ecosystem services was suggested by the Indian Institute of Forest Management in 2015, in the Economic Valuation of Tiger Reserves study.¹¹ The study provided conservative estimates of the economic value of six selected tiger reserves in India: Corbett, Kanha, Kaziranga, Periyar, Ranthambore, and Sundarbans. These reserves were selected to provide indicative economic values associated with tiger conservation in the country, in various ecological and socioeconomic contexts. In addition to quantitative and qualitative estimates of ecosystem services, the study also explores other dimensions of values.

13. The Value+ approach taken by the study represents all benefits for which monetary economic valuation is possible and conducted based on the available data. The '+' represents all those benefits for which economic valuation is currently not possible. Therefore, the economic values calculated by this study are rather conservative, at the lower bound. The following frameworks were applied for the valuation: Total Economic Value, Millennium Ecosystem Assessment, Stock and Flow, and Tangible and Intangible Benefits to estimate various values provided by the tiger reserves.

14. The study used the following four valuation approaches to demonstrate the economic value of tiger reserves:

- Economic valuation of ecosystem services through widely accepted valuation methodologies, benefits transfer where required, and scenarios based on widely quoted economic valuation studies

¹¹ Verma, M., D. Negandhi, C. Khanna, A. Edgaonkar, A. David, G. Kadekodi, R. Costanza, and R. Singh. "Economic Valuation of Tiger Reserves in India: A Value + Approach." Indian Institute of Forest Management. Bhopal, India, January 2015.

- Mapping ecosystem services using a tool called InVEST at two study sites to demonstrate how the valuation of tiger reserves can be relevant for the management of a tiger reserve further through the mapping of ecosystem services
- A cost-based approach that seeks to estimate what it would cost to re-create a tiger reserve from scratch to the present level
- A short online survey carried out to estimate the willingness to pay for tiger conservation

15. According to the study, the benefits flow provided by the ecosystem services in the selected tiger reserves varied from approximately US\$777 per ha to US\$2,956 per ha. In the economic analysis for the SRCWP, it was assumed that similar benefit flows were achieved toward the project end in areas where management was improved and thereby flow of ecosystem services increased.

16. According to the project-reported data, in Nepal, 372,000 ha of the PA and reserves was brought under enhanced biodiversity protection. In Bangladesh, this area is 27,582 ha without vulture preservation area. To calculate the benefit flow attributable to the project, several scenarios were applied: 1 percent, 5 percent, 10 percent, or 20 percent increase in the benefits flow to achieve Tiger Project values. Results of these calculations are summarized in Table 3.2. For example, assuming that the project achieved 1 percent, 5 percent, 10 percent, and 30 percent increase in benefits flow, the ‘baseline’ value of the benefits provided by the ecosystem services in the area covered by the project would be, accordingly, US\$770.3, US\$740.9, US\$707.3, US\$648.3 per ha (US\$778 target benefits flow per ha in the Tiger Project). That would result in the increase of the benefit flows as follows: US\$7.7, US\$37.5, US\$70.73, US\$129.67.

Table 3.2. Benefits Flow Scenarios

Parameters	After Project Value, Assumption	Baseline Assumptions			
		Increase in Benefits Flow			
	Benefit Flow (Based on Tiger Project India), after Project	1%	5%	10%	20%
Total benefits value	778.0	770.300	740.950	707.270	648.33
	2,956.1	2,926.830	2,815.330	2,687.360	2,463.42
Increase in benefits flow value	778.0	7.700	37.050	70.730	129.67
	2,956.1	29.270	140.770	268.740	492.68
BCR	778.0	1.305	6.277	11.983	21.97

17. The BCR analysis demonstrated that under current assumptions, this project could be considered as being economically viable: even under 1 percent increase in the benefits flow, the BCR for this project is above 1, and under 20 percent increase in benefits flow, the BCR value is 21.9.

Comparative Analysis

18. The analysis of the project costs concludes that the project achieved significant outcomes and specific outputs and is not an outlier in terms of its costs. In Bangladesh, the project supported the passing of the Wildlife (Conservation and Security) Act and the establishment of the Wildlife and Nature Conservation Wing, which brought together the Wildlife Center (research and training), the Wildlife Circle, and the WCCU; 107 positions were created under the project for the Wildlife and Nature Conservation Wing, as well as other units that it brought together; capacity building and training were provided to the staff of the WCCU; overall, 1,672 BFD staff received training, and several staff members attended master-level courses in various countries.

19. In Nepal, the establishment and operationalization of SAWEN and its secretariat have provided a new regional mechanism to address illegal wildlife trade on the regional level. The project established the WCCB, strengthened the capacity of NAFOL and NAST, and provided training and capacity building to 320 park and law enforcement staff. One of the significant outcomes of the project is the decision by India to join SAWEN (2016), to join forces in reducing wildlife crime and illegal trade of wildlife species, monitoring, and regional concerted effort for biodiversity conservation.

20. A comparative analysis of the similar projects shows that the project is not an outlier in terms of its costs and achieved benefits. Discrete data for the similar project activities to support the establishment of Wildlife Enforcement Framework, capacity building, and training show the costs ranging from US\$1 million to US\$59 million; see the details in Table 3.3.

Table 3.3. Wildlife Enforcement Network Support Activities, Clinton Foundation

Name	Countries	Established, Donor	Estimated Total Value (US\$)	Activities
Horn of Africa Enforcement Network (HAWEN) https://www.clintonfoundation.org	Djibouti, Eritrea, Ethiopia, Kenya, Somalia, South Sudan, Sudan, and Uganda	2014, The International Fund for Animal Welfare	4,107,064 (including the Dutch Government commitment)	Training courses on tactical skills to improve wildlife crime investigation and evidence collection, the use of legal tools and prosecutorial procedures, and the identification of species targeted for illegal trade
Protecting Elephants: Law Enforcement and Conservation https://www.clintonfoundation.org	Tanzania, Zambia, and Zimbabwe	2014, Frankfurt Zoological Society-US	3,849,300	Increasing the number of rangers, instituting a ranger-based monitoring system (SMART), expanding the intelligence network, increasing aerial surveillance, and expanding the ranger vehicle fleet
Global Investigative Support to Address Wildlife Crime https://www.clintonfoundation.org	Botswana, China, Ethiopia, Indonesia, Kenya, Malawi, Malaysia, Mozambique, Myanmar, and Namibia	2014, INTERPOL	1,000,000	Through a series of trainings and associated operations, INTERPOL commits to a significant scaling up of their past efforts through the development and delivery of a Standardized Enforcement Training curriculum that includes modules on information collection, operational planning, crime scene investigation, searches, interviewing techniques, and court room testimony.

Name	Countries	Established, Donor	Estimated Total Value (US\$)	Activities
African Rhino Protection Programme https://www.clintonfoundation.org	China, Mozambique, South Africa, and Vietnam	2014, United Postcode Lotteries and their partners, Peace Parks Foundation and World Wide Fund for Nature Netherlands	59,000,000	Fighting rhinoceros poaching criminal syndicates head on and providing habitat and species protection support to southern African countries and their conservation agencies
Bengal Tiger Conservation (Bagh) project	Bangladesh and South Asia	2014, Bangladesh Center for Advanced Studies, the GoB, NGOs, and the private sector	13,000,000	Reducing illegal wildlife trafficking; minimizing human-wildlife conflict; enhancing communications, outreach, and gender engagement; and improving livelihoods for conservation

Note: INTERPOL = International Police Organization.

21. The methods to evaluate the economic efficiency of wildlife conservation projects usually involve trade-offs and assumptions, when lack of data and information to calculate benefits define the approach to the analysis. In the absence of the project data on the benefits delivered by the project, one of the options considered as an alternative is cost-comparison analysis, which allowed making comparisons across alternative approaches to achieve roughly similar outcomes and benefits.

22. Several wildlife conservation and PA management projects implemented by the World Bank between the mid-90s and now were selected for this analysis. The selected projects had roughly similar PDOs and/or outcomes and generated benefits for the local communities by providing investments for sub-projects in biodiversity conservation, alternative income generation, soil erosion prevention, afforestation, and so on. The economic analysis conducted for the sub-projects and the benefits generated in each of these investments demonstrate viable efficiency of these investments.

23. The assumption is that 36 sub-projects implemented in Bangladesh (13 PA management plans and action plans for wildlife conservation and ecotourism development, habitat restoration, fencing, and tourism facilities) and 11 sub-projects in Nepal (habitat management, grassland and water management, and human-wildlife conflict prevention) will have similar ERR for the compatible discount rate and funding amount. The ERR derived through a comparison analysis of projects with similar activities varies in the range of 7–12–18 percent, demonstrating the project’s economic viability; see Table 3.4.

Table 3.4. Models of Economic Analysis of Select Projects

Source	Project Name, ID	Country, Amount	Economic Analysis	ERR, IRR	NPV, Assumptions (<i>i</i> - Discount Rate)	Benefits Calculated	Benefits Accounted for the Economic Analysis, Assumptions
GEF	Corazon Transboundary Biosphere Reserve Project, P085488	Nicaragua and Honduras, US\$12 million	Assessment of different uses of available resources and their relative contribution to achieving the project's Global Environmental Objective.	—	NPV estimated in the local market scenario is US\$1,445.2 per ha and that for the international market scenario is US\$1,932.4 per ha.	Yes, for the cocoa markets. Local markets scenario NPV = US\$1.7 million; International market scenario NPV = US\$2.3 million	Assessment of the portfolio of the agro-forestry sub-projects. About 17% of all sub-projects financed under the project correspond to this type, with a total investment of US\$1.2 million, and affecting an area of 1,198 ha in both countries. The NPV was estimated considering 20 years of the cocoa crop and local and international markets.
GEF	Strengthening Biodiversity Conservation through the National Protected Areas, P095424	Peru, US\$8.9 million GEF, US\$11 million co-financing	Proxies for biodiversity conservation	ERR 7–12%	<i>i</i> = 6%, NPV varies 1.1–4.3	—	Estimates based on International Union for Conservation of Nature quasi-opportunity cost for land data
GEF/IDA	Transfrontier Conservation Areas and Tourism Development Project, P071465/P076809	Mozambique, US\$36.2 million	Cost-benefit analysis	17.84	US\$2.2 million, <i>i</i> = 10%	Value of direct benefits = US\$44.7 million	Benefits in target districts: local employment in conservation and tourism, number of visitors - tourism growth, new private investments, and annual revenues from PA
GEF	BR GEF Rio Grande do Sul Biodiversity, P086341	Brazil, US\$5 million	Incremental cost analysis	IRR 4.13–59.6%	<i>i</i> = 4.85%	—	Conservation practices adopted on 7 demonstration areas (grazing systems using native pastures for beef cattle production)

Note: IRR = Internal rate of return; NPV = Net present value.

Annex 4. Bank Lending and Implementation Support/Supervision Processes

(a) Task Team Members

Names	Title	Unit	Responsibility/ Specialty
Lending			
Pilapitiya, Sumith	Lead Environmental Specialist	GENDR	TTL
Marinela E. Dado	Senior Operations Officer	GENDR	TTL
Sascha Djumena	Country Program Coordinator	ECCU8	Adviser
Siet Meijer	Natural Resources Mgmt. Spec.	GCCIA	Specialist
Priya Chopra	Program Assistant	GSU06	Assistant
Hiran Herat	Consultant	GFM07	Financial Management
Richard Damania	Lead Economist	GWADR	Economist
Stephanie Borsboom	Program Assistant	GENDR	Assistant
Klas Sander	Senior Environmental Economist	GEN04	Economist
Shireen Sayeed			
Shakil Ferdausi	Senior Environmental Specialist	GSU06	Specialist
Anupam Joshi	Senior Environmental Specialist	GEN06	Specialist
Nicole Maywah,	Consultant	GEN01	Consultant
Darshani De Silva	Senior Environmental Specialist	GEN06	Specialist
Md. Shamsur Rahman	Consultant	GTC06	Consultant
Mark LaPrairie	Representative	SAC	Advisor
Joseph Siagian	Assistant	SECPO	Assistant
Juan Blazquez Ancin	Knowledge and Learning Coordinator	OPSPQ	Knowledge Specialist
Suresh Ramalingam	Consultant	DFIVP	Finance Consultant
Chaohua Zhang	Lead Social Development Specialist	GSU06	Social Specialist
Adriana Goncalves Moreira	Senior Environmental Specialist	GEN04	Environmental Specialist
Ishwor Neupane	Consultant	GSU06	Social Consultant
Nadia Sharmin	Senior Environmental Specialist		Environmental Specialist
Supervision/ICR			
Sumith Pilapitiya	Lead Environmental Specialist	GENDR	TTL
Marinela Dado	Senior Operations Officer	GENDR	TTL
Nathalie Johnson	Senior Environmental Specialist	GENDR	TTL
Farhat Chowdhury	Environmental Specialist	GENDR	Co-TTL
Stephanie Borsboom	Program Assistant	GENDR	Assistant
Sulochana Nepali	Program Assistant	GENDR	Assistant
Dora Cudjoe	Senior Environmental Specialist	GENDR	Specialist
Andrew Zakharenka	Natural Resources Mgmt. Spec.	GEN06	ICR TTL
Darshani De Silva	Senior Environmental Specialist	GEN06	Specialist
Mohammad Sayeed	Consultant	GEE06	Consultant
Shakil Ferdausi	Senior Environmental Specialist	GSU06	Specialist
Valerie Layrol	Senior Operations Officer	SAS	Operations officer
Sascha Djumena	Country Program Coordinator	ECCU8	Adviser

Drona Raj Ghimire	Senior Environmental Specialist	GEN06	Environmental Specialist
Parthapriya Ghosh	Senior Social Development Specialist	GSU06	Social Specialist
Hiran Herat	Consultant	GFM07	Financial Management
Annu Rajbhandari	Environmental Specialist	GEN06	Environmental Specialist
Andrey Kushlin	Senior Environmental Specialist	GENDR	Environmental Specialist
Md. Akhtaruzzaman	Senior Social Development Specialist	GSU06	Social Specialist
Janet Halder	Program Assistant	SACBD	Assistant

(b) Staff Time and Cost

Stage of Project Cycle	Staff Time and Cost (Bank Budget Only)	
	No. of Staff Weeks	US\$, Thousands (including Travel and Consultant Costs)
Lending		
2011	86	443.0
2012	0	0.3
Total:	86	443.3
Supervision/ICR		
2011	1	4.5
2012	27	92.9
2013	45	105.8
2014	68	231.4
2015	32	162.1
2016	20	112.7
2017	13	97.5
Total:	206	806.9

Annex 5. Beneficiary Survey Results

A. Bangladesh

1. The survey was sent out to some 180 potential respondents involved in project preparation and implementation. From those, 32 responded.

(a) Overall, what is your personal view about the project?

About 56 percent of respondents said that the project was successful and achieved its objective; 44 percent stated ‘other’, somewhat or partially successful. None of the respondents said that the project was a failure and did not achieve its results.

(b) On the positive side, please briefly describe 3–4 successful achievements of the project, most important for Bangladesh in your view.

Respondents brought up the following four: (i) policies and regulations, such as new Wildlife Act, action plans, rules, and trans-boundary memoranda of understanding; (ii) institutions—three new Forest Divisions, WCCU, Wildlife Division, and local co-management committees; (iii) conservation infrastructure and capacity—Wildlife Center, forensic lab, field infrastructure for the BFD, boats, trainings and knowledge products, Red List, management plans and effectiveness evaluation, guidance to mitigate human-wildlife conflict, and awareness among stakeholders; and (iv) species conservation activities, including surveys for tigers, vultures, turtles, and elephants, as well as PAs management, including the establishment of a marine PA.

(c) On failures, please tell us about the project’s major disappointments or its negative effects.

Respondents identified several failures: (i) delayed start of the project, slow implementation due to difficult fund release procedure, and confusing procedures; (ii) frequent change of the Project Directors; and (iii) lack of planning for project continuity and sustainability, with unclear future for the Wildlife Center, WCCU, and staff hired and trained through the project funding.

(d) What were the reasons behind those failures? Name 1–2 major factors that caused the project failures or disappointments.

Respondents identified the following reasons behind the failures: (i) the World Bank’s policies for funds release and their conditionality, (ii) faulty and biased selection of the Project Director(s) and Consultants, (iii) lack of buy-in and leadership among the BFD and MOEF in support of wildlife conservation, and (iv) India and Myanmar missing from the scope of the project.

- (e) **Positive experience/good lessons for the future: what are 2–3 well-done project activities, in your view, that should be either repeated or extended or used by other countries?**

The following good lessons were highlighted by respondents most frequently: (i) SMART patrolling of the Sundarbans; (ii) trans-boundary collaboration and mitigation of HEC; (iii) the WCCU is doing a marvelous job and needs to be permanent; (iv) development of conservation and action plans and ongoing conservation activities; and (v) mass awareness and cross-sectoral collaboration with police, border guards, coast guards, and judiciary.

- (f) **Negative experience/bad lessons - to be avoided in the future: what are 2–3 project activities that should NOT be repeated or be done completely different, in your view?**

Respondents underscored the following negative lessons: (i) changes of the Project Directors; (ii) poor communication and sharing of the project objectives, indicators, and expected outcomes by the PMU; and (iii) sustainability of the project's activities is not clear.

- (g) **Project sustainability: please tell us any positive or negative views about how the activities created by the project will be sustained after its closure. What could be done differently?**

Respondents brought up the following: (i) absorption of the project staff into the Government revenue budget; (ii) learning and training will remain with the trainees, just as the relationships built up between different agencies to help combat wildlife crime; (iii) key activities such as controlling of wildlife crime, use of wildlife forensics lab, and conservation activities should be supported by the GoB or another project.

- (h) **If the Government of Bangladesh is going to implement another wildlife conservation project, please tell us what policy, institutional, or investment activities, in your personal view, should be considered for implementation in the next 5 years? In what geographic areas? What specific activities?**

Respondents identified a number of activities for future implementation. These can be summarized into the following: (i) implementation of the newly created policies and regulations; (ii) support and strengthening of the new institutions created by the project—WCCU, Wildlife Division, and so on; and (iii) investments into conservation and protection, such as habitat and PA management, species conservation and recovery programs, wildlife law enforcement, including expansion of SMART patrolling, in situ conservation and programs, trans-boundary collaboration and management, cross-sectoral collaboration and conservation programs on private lands, and awareness and work with local communities.

B. Nepal

2. The survey was sent out to some 100 potential respondents involved in project preparation and implementation. From those, 17 responded.

(a) Overall, what is your personal view about the project?

All of the respondents said that the project was successful and achieved its objective.

(b) On the positive side, please briefly describe 3–4 successful achievements of the project, most important for Nepal in your view.

Respondents brought up the following four among others: (i) construction of conservation infrastructure in the national parks (BaNP); (ii) capacity building for addressing wildlife crime and trade and institutionalization of SAWEN; (iii) endangered species and habitat protection and conservation, such as for tiger, elephant, and others; and (iv) mitigation measures for human-wildlife conflict issues.

(c) On failures, please tell us about the project's major disappointments or its negative effects.

This question was mostly skipped by responders. Among the answers, two cited the implementation delays and one noted the implementation mechanism that had not really had institutional presence in the field.

(d) What were the reasons behind those failures? Name 1–2 major factors that caused the project failures or disappointments.

Respondents identified the following reasons behind the failures: (i) long decision-making process in the project governance and (ii) insufficient coordination effort between the PCU and the field offices.

(e) Positive experience/good lessons for the future: what are 2–3 well-done project activities, in your view, that should be either repeated or extended or used by other countries?

The following good lessons were highlighted by respondents most frequently: (i) regional approach to bring concerned stakeholders on one platform for collaborative actions; (ii) habitat management for tiger and other flagship species, including the construction of conservation and protection infrastructure; (iii) employment of youth; and (iv) advancing the technical means of wildlife conservation.

- (f) **Negative experience/bad lessons - to be avoided in the future: what are 2–3 project activities that should NOT be repeated or be done completely different, in your view?**

Several respondents replied to this question, noting the following: (i) advising careful approach to field exchange of the field staff in different PAs; (ii) advocating for a more strategic approach and longer-term vision that should incorporate local knowledge and specificity; and (iii) greater attention to the innovative approaches rather than to recurrent activities.

- (g) **Project sustainability: please tell us any positive or negative views about how the activities created by the project will be sustained after its closure. What could be done differently?**

Respondents brought up both positive and negative sides of project sustainability. On the positive side, the following were mentioned: (i) activities and responsibilities were handed over to the concerned PAs; (ii) generated awareness, conservation infrastructure, and management evaluation methodology and processes will be incorporated into ongoing operations; (iii) capacity of the government staff has been enhanced; (iv) in several cases, mechanisms have been initiated to help sustain the project activities. On the other hand, it was also expressed that (i) SAWEN requires greater and longer support to become operational and a sustainable institution, (ii) the design phase of the project should keep perspective about how the project activities would be incorporated into the government system after the project closure, and (iii) ownership of local-level government and communities should be counted in at the project design.

- (h) **If the Government of Nepal is going to implement another wildlife conservation project, please tell us what policy, institutional, or investment activities, in your personal view, should be considered for implementation in the next 5 years? In what geographic areas? What specific activities?**

Respondents identified a number of activities for the future implementation. These can be summarized into the following: (i) construction of the conservation infrastructure; (ii) paying greater attention to the high mountainous areas; (iii) strengthening capacity and enforcing wildlife laws; (iv) investing in nature-based tourism through smart infrastructures; (v) core areas conservation and community-based management in the western part of the country: Rara, Khaptad, Shey Phoksundo National Parks, Api Nampa Conservation Area, and Dhorpatan Hunting Reserve.

Annex 6. Stakeholder Workshop Report and Results

Not applicable.

Annex 7. Summary of Borrower's ICR and/or Comments on Draft ICR

Bangladesh

- The project has achieved considerable results in spite of a slow start. Based on the overall progress and achievement of all of the results indicators, GoB believes that the project deserves overall rating “Satisfactory” instead of “Moderately Satisfactory”.
- The slow start has meant that a large number of outputs have been achieved at the ‘last minute’ thus depriving observers of assessing the extent to which outputs will have ‘put down roots’ and contributed to lasting outcomes.
- Major impediment was to appoint a competent Project Director (PD) for such a big project. The project has been implemented, unfortunately, during very crucial period of BFD when a gap of 17 years was created between the senior and junior officers due to past administrative complexities in recruiting Cadre officers. Retirement dates of most of the senior forest officers fall within this period and as a result appointment of a Project Director for the project was a great challenge for the Government after approval of the project. Moreover, there was a drawback in DPP that the provision of the post of PD was not fulltime.
- BFD had been suffering from shortage of experienced manpower especially for management of wildlife. This problem was overcome through the recruitment of young university graduates specialized in various discipline of wildlife. Experienced Procurement, Financial Management, Accounts and M & E Specialists were also hired to expedite project implementation ensuring better governance.
- Significant results have been achieved in regional coordination, both formal and informal, and a foundation is in place for deepening this collaboration for the benefit of species and habitats.
- Significant results have been achieved in building the elements of a strong Wildlife and Nature Conservation Wing but the constituent elements (WCCU, Wildlife Center, and Wildlife and Nature Conservation Divisions) need to be consolidated with the formal establishment of the wing.
- Significant results have been achieved in knowledge generation concerning PAs, species, and habitats, and this knowledge now needs to be systematically appraised and translated into policy and operational decisions.
- Longer-term solutions are required to ensure that the personnel and operations paid for by the project can be continued with as little interruption as possible.
- Capacity to design and implement species and habitat protection, conservation, and management within the BFD and within partner institutions has been enhanced.

- Some outcomes remain vulnerable so long as the factors determining sustainability have not been addressed.

Nepal

- The project remained highly relevant to the GoN because it was aligned to the strategic national objectives and commitments to the international conventions. It continued to conform to the national policies and the World Bank's operational strategy. The outcomes of the Window 2 sub-projects have proved promising in creating a favorable environment for the long-term conservation of flagship species such as tiger, rhinoceros, and elephants.
- The project was effective in the sense that it achieved the target outcomes of enhancing the institutional capacity for wildlife conservation and cooperation for addressing trans-boundary illegal wildlife trade, strengthening PA management system for effective wildlife protection in Nepal, and developing operational partnerships with local communities and other stakeholders to address the core commitments of the project.
- The project remained efficient in delivering the necessary tools/instruments/inputs to the Window 2 sub-projects. While substantial progress was made at the site level in a wide range of field activities with visible improvements in strengthening biodiversity in PAs, the project has demonstrated that the concept of human-elephant coexistence is possible and can contribute to reduce conflicts through an appropriate land-use planning mechanism in Jhapa District.
- The project's sustainability will depend on the Government's commitment and stewardship to tackle illegal wildlife crime through collaboration and regional harmonization and adequately fund the project activities beyond the project cycle. While these are necessary preconditions, the project's progress made to date presents a positive outlook in justifying the sustainability aspect.

Annex 8. Comments of Cofinanciers and Other Partners/Stakeholders

Not applicable.

Annex 9. List of Supporting Documents

1. Aide Memoires and ISRs
2. Borrower's Implementation Completion Report - Bangladesh
3. Borrower's Implementation Completion Report - Nepal
4. Country Assistance Strategy 2011–2014 (Report No. 54615-BD)
5. Country Partnership Framework 2016–2020 (Report No. 103723-BD)
6. Fiduciary reports of the World Bank
7. Financing Agreement
8. Half-yearly progress monitoring reports
9. Project Appraisal Document
10. Restructuring Project Papers, Bangladesh and Nepal

MAPS

Figure 10.1. Map of Bangladesh

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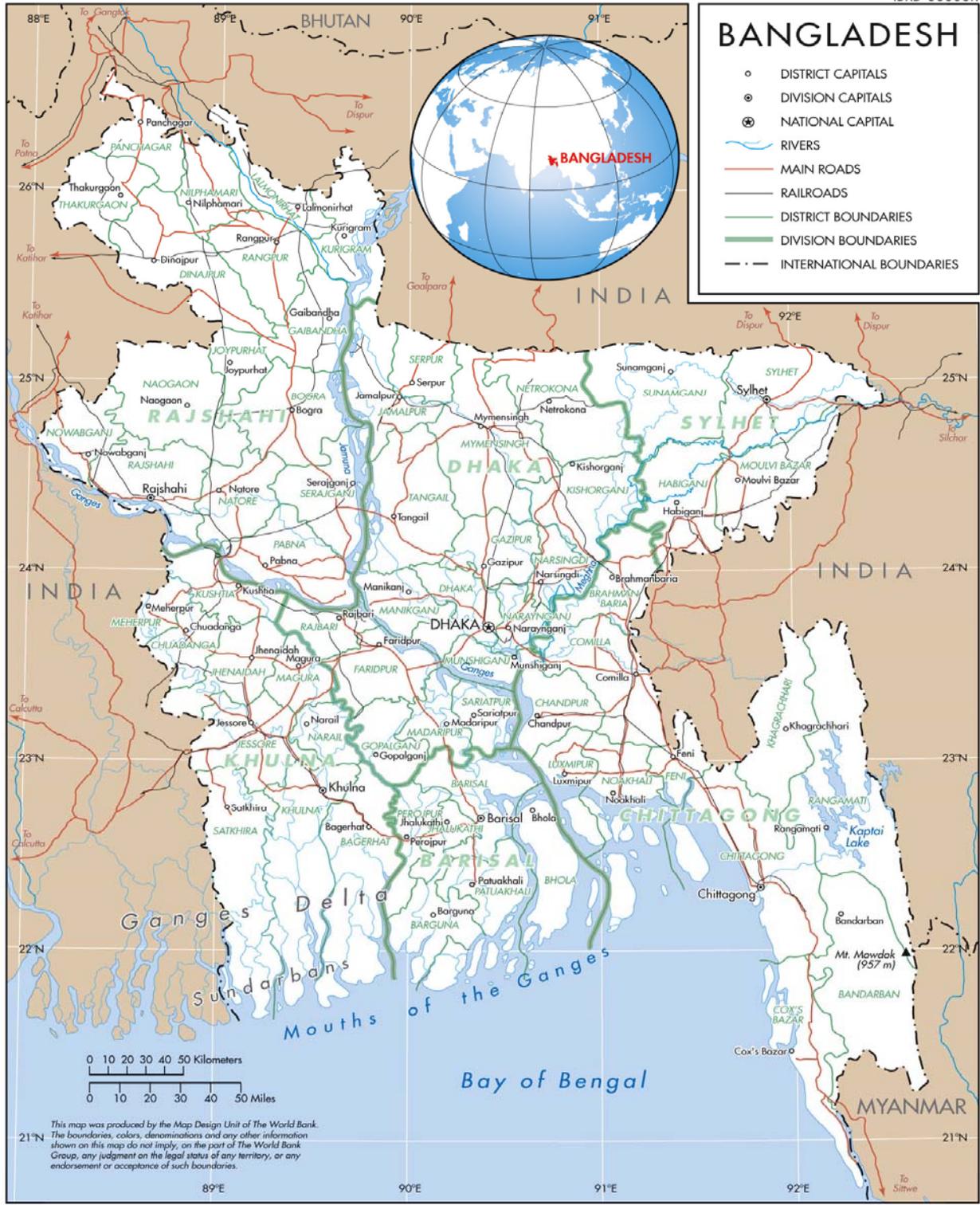


Figure 10.2. Map of Nepal

