

**IMPLEMENTATION COMPLETION MEMORANDUM (ICM)**

**Support to the Global Tiger Summit Hosted by the  
Russian Federation (P120623, GEF MSP)**

**A. BASIC TRUST FUND INFORMATION**

TF Name: **Support to the Global Tiger Summit Hosted by the Russian Federation**  
 TF Number: **TF098197, TF098198**  
 Task Team Leader Name/TF Managing Unit: **Andrey Kushlin / WBITI**  
 TF Amount: **USD 560,000**  
 Recipient of TF funds: **Nature Conservation Institute “VNII Prirody” and WWF-Russia**  
 Type of TF: **free standing**  
 Single/Multi Donor: **Single**  
 Donor(s) Name(s): **GEF**  
 TF Program Source Code: **GEFIA**  
 Purpose of TF: **Co-financing of high level conference**  
 TF Approval/IBTF Clearance Date: **November 10, 2010**  
 TF Activation Date: **November 10, 2010**  
 TF Closing Date(s): **November 10, 2010**  
 Date of ICM Submission to TFO:

**Cost and Financing Table (USD)**

<b>Co-financier</b>	<b>Original</b>	<b>Actual</b>
GEF	560,000	481,782
World Bank	85,000	85,000
Recipient - WWF-Russia	331,000	282,448
Public budget of the Russian Federation	440,000	440,000
Save the Tiger Fund	50,000	50,000
Administration of the City of St. Petersburg	—	700,000
<i>(Total non-GEF Co-financing)</i>	<i>(906,000)</i>	<i>(1,557,448)</i>
<b>TOTAL</b>	<b>1,466,000</b>	<b>2,039,230</b>

**Rating Summary**

<b>Category</b>	<b>Rating</b>
Overall TF Outcome	<i>Highly Satisfactory</i>
Overall Risk to Development Outcome	<i>Moderate</i>
Bank Performance	<i>Satisfactory</i>
Recipient Performance	<i>Satisfactory</i>

## **B. TRUST FUND DEVELOPMENT OBJECTIVES AND DESIGN**

### 1. Original (and Revised) Trust Fund Development Objectives

The MSP Objective was **to prepare and hold the Global Tiger Summit in St. Petersburg (Russia) in November 2010 to bring together Heads of Governments of the Tiger Range Countries in order to endorse and launch the Global Tiger Recovery Program**. The Global Tiger Recovery Program would strengthen conservation of the critically endangered wild tiger populations and habitats aiming to arrest and reverse the current progressing decline in this species and the losses in the related habitats of the high global biodiversity value.

The original Objective was not revised.

### 2. Original (and Revised) Trust Fund Activities/Components

The Project had two components: Component I - Preparing and holding the Tiger Summit to launch a Global Tiger Recovery Program, covering (i) analytical support, (ii) logistics, and (iii) information campaign; and Component II - Project management. Project activities are summarized below.

Component I. Preparing and holding the Global Tiger Summit to launch a Global Tiger Recovery Program

#### *1. Expertise and analytical support for the Summit preparation*

The subcomponent would support development of the Russian inputs into the Global Tiger Recovery Program as an integral part of the updated Russian National Strategy and Action Plan for Amur Tiger Conservation and the Regional Action Plans. Analysis would specifically address transboundary international issues related to sustainable habitat management and the prevention of poaching and illegal wildlife trade. The project would also support operation of the Expert Working Group for the National Organizing Committee and strategic follow-up on the part of Russia as the Summit host country on the implementation of the Summit decisions. Activities would include:

- (i) Support to finalization of the National Tiger Action Plan 2010-2020.
- (ii) Support to Technical Working Group for the National Organizing Committee
- (iii) Support to Drafting Committee for preparation of Summit documents

The Global Tiger Recovery Program was developed under the coordination of the GTI Secretariat as a joint effort of the TRCs and global partners including the leaders in the conservation science. Country-specific segments of the Program were discussed in the course of national consultations in each TRC.

#### *2. Organisational and logistic support for the Summit preparation*

The subcomponent would finance organizational and logistical costs of organizing the Summit, delivering Summit Technical and Decision-Makers Programs in St. Petersburg and of the related supporting activities.

The Ministry of Natural Resources of Russia (MNR), as directed by the Office of the Prime Minister and in cooperation with the other relevant authorities, would manage all organizational matters and all the internal logistics of the Summit. Among other related tasks, the MNR would contract (using Government funds) and supervise a turn-key logistical operator to administer venue arrangements,

hotel accommodation of the Summit participants, protocol, in-city transportation, and all related conferencing activities including the on-site Summit Secretariat. The high-level segment of the Summit involving Heads of Governments of the TRCs would be organized under the direct supervision of the Office of the Prime Minister.

GEF grant would finance a specific subset of incremental operating costs for the Summit, including airfares for the sponsored delegates from Tiger Range Countries.

### *3. Information campaign to highlight the Summit, promote its goals and commitments*

The overall campaign to highlight the Summit and promote its goals would be coordinated by the Department of Press Service and Information of the Office of the Prime Minister in close collaboration with the GTI Secretariat. Selected specific incremental costs of this campaign would be financed with GEF funds. That includes:

- (i) Production of a high-quality illustrated publication on tiger conservation issues to be distributed at the Summit;
- (ii) Production of documentary on tiger conservation to be aired on the Russian TV;
- (iii) National Tiger Strategy and Action Plan promotion in press;
- (iv) Support to the production of the special issue of National Geographic Russia magazine dedicated to the Summit;
- (v) Youth Tiger Forum in Vladivostok with videolink and presentation at the Summit;
- (vi) Organization of the special National Geographic magazine photo exhibition on tigers, to be displayed at the Summit venue;
- (vii) Promotion in press of Tiger Summit objectives and outputs;
- (viii) Public events promoting the Summit and tiger conservation.

#### Component II. Project management

GEF grant would finance relevant incremental costs for project management by both Executing Agencies and the final audit.

### 3. Outcome Indicators

Project outcomes are measured against the following outcome indicators:

*Global Outcome* High-level and measurable commitments for tiger and habitat conservation in the range states in place. TRC Heads of Governments to endorse and launch the GTRP, which addresses: (i) country-specific priorities as confirmed by the TRC national consultations; (ii) transboundary activities of the TRCs; (iii) global actions by international organizations; (iv) funding mechanisms for the GTRP sustainable implementation.

#### *Outcomes by Activities*

1. Expertise and analytical support for the Summit preparation provided: (i) Russia's technical inputs to the draft GTRP provided, based on the updated National Strategy and Action Plan; (ii) Technical Working Group operates supporting the National Organizing Committee; (iii) Technical oversight and monitoring arrangements for the implementation of the Russian elements of the GTRP in place.

2. Organisational and logistic support for the Summit preparation provided: (i) Summit attendance by TRCs, donors, and other concerned parties secured; (ii) Summit Technical Program (for experts and

senior officials) delivered; (iii) Summit Decision-Makers Program (for ministers and heads of governments) delivered; (iv) Summit follow-up agreements and arrangements in place.

3. Information campaign to highlight the Summit and promote its goals delivered: (i) Summit promoted through articles in press, TV programs, photo exhibits, music concert and other public events; (ii) International TRC “youth tiger forum” in Vladivostok carried out.

4. Financial, technical and administrative controls for the project and the use of funds secured: (i) Key staff and capacity for the MSP implementation in the Executing Agencies (NCI VNII Prirody and WWF Russia) in place; and (ii) Project audit completed.

#### 4. Other Significant Changes in Trust Fund Design

No significant changes were made to the design and scope of the project and to the implementation arrangements. Project activities (the preparatory work and the Summit) were completed on schedule. The project closing date was extended from March 31, 2011 to July 31, 2011 as this was required to process logistical payments after the Summit and to complete the audit. The original TF allocation has been de facto reduced from USD 560,000 to USD 481,782 as some of the TF budgeted activities were financed entirely by the Government.

### **C. OUTCOME**

#### 1. Relevance of TF Objectives, Design and Implementation

The MSP objectives, design and implementation were highly relevant to the current global, regional, and country priorities and to the Bank’s strategy.

To save the wild tigers and their habitats from extinction, the World Bank, GEF, the Smithsonian Institution, the International Tiger Coalition, and other partners launched the Global Tiger Initiative (GTI) in June 2008. The World Bank in line with its mandate and strategic priorities led this effort because it is committed to balancing economic development with nature conservation and environmental protection, and tigers are at the very heart of the matter in many parts of Asia. Since then, the GTI has become an alliance of governments, including all 13 tiger range countries (Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Lao PDR, Malaysia, Myanmar, Nepal, Russian Federation, Thailand, and Vietnam), international organizations, civil society and the private sector. The alliance was deepened at a Global Tiger Workshop in Nepal in October 2009, which led to the 1<sup>st</sup> Asia Ministerial Conference on Tiger Conservation in Thailand in January 2010. The Ministerial Conference supported the agreed course of actions and adopted a global goal to double a number of wild tigers within the next 12 years before the next Year of the Tiger (2022). These milestones are a result of all 13 TRCs and the international community working together for the first time on a cooperative platform, sharing knowledge and experience and developing a collaborative Global Tiger Recovery Program (GTRP) - the operational vehicle to achieve the global goal. The GTRP would be built from a foundation of robust National Tiger Recovery Programs that would selectively aim to scale up, as appropriate for each TRC, proven practices grouped in four themes: Critical Landscape and Protected Area Management, Technology for Wildlife Protection, Community Engagement, and Cooperative Management of International Landscapes.

The success of the above efforts critically depends on the political will of the TRC leaders to support the effective transformational change in attitude to tiger and its habitats conservation and, more

broadly, progress in mainstreaming biodiversity conservation in the operation of the productive sectors of the rapidly growing Asian economy. Most of the essential systemic problems to be addressed under the GTRP - like enforcement against poaching and illegal trade, Smart Green Infrastructure development, and transboundary habitat management - are all interdisciplinary and transboundary in nature and, therefore, cannot be dealt with solely by the TRC sectoral ministries responsible for wildlife (usually supervising environmental protection or forestry) alone. Issues of this magnitude can be effectively addressed only with the proper involvement, political support from, and ownership by all the involved branches of the TRC governments. **For this reason it was agreed that the GTRP, prepared by TRC sector ministries with the support from the other GTI partners, be adopted and launched by the TRC Heads of Governments at the Global Tiger Summit in Russia.**

Therefore, the project was built on ongoing programs, policies and political commitments of Russia. For the in-country context, the project supported implementation of the Russia's National Biodiversity Conservation Strategy and Action Plan, directly addressing its specific priorities 1.1 – conservation of rare species, subspecies and populations; 6.1 – public outreach and awareness raising; 6.2 – environmental education; and 6.5 – informing the public about threats to biodiversity. The MSP complemented the on-going federal and regional programs targeted to ensure conservation of the Amur tiger and its habitats, sustain its prey base, support federal and regional networks of Protected Areas, and strengthen wildlife law enforcement. The project supported the launch of the updated in July 2010 National Strategy of Amur Tiger Conservation in Russia and preparation of the respective National Action Plan. It also contributed to the implementation of Russia's international obligations under the Convention on Biological Diversity and CITES.

## 2. Achievement of TF Development Objective

The Global Tiger Summit was held in St. Petersburg, Russia on November 21-24, 2010. It was hosted and chaired by the Prime Minister of Russia and was attended by high-level delegations from all Tiger Range Countries. Delegations of Bangladesh, China, Lao PDR and Nepal were led by Prime Ministers. The Summit was also attended by the President of the World Bank Group, GEF Chairperson, top officials of other multilateral and bilateral donors and financiers, relevant development organizations of the UN family and convention secretariats. The Summit endorsed and launched the Global Tiger Recovery Program and provided a solid platform for the subsequent joint collaborative action by stakeholders in building respective operational and financial architecture for the GTRP and in implementing the Program. The *Summit Declaration*, the adopted *Global Tiger Recovery Program*, and the *Report on the Summit* issued by the Ministry of Natural Resources of Russia to the TRC Governments are attached to the ICM.

The project was completed in full and properly delivered against all outcome indicators, both global and by activities (see Section B.3.). MSP supported the Summit with respect to (i) expertise and analysis, (ii) organisation and logistics, and (iii) information campaign. Key specific outputs by Executing Agencies with the respective GEF costs are summarized below.

1. All-Russia Research Institute for Nature Conservation “VNII Prirody” (Total USD 291,548; all GEF):

- (i) Coverage of airfares for the sponsored 59 delegates from Tiger Range Countries (USD 146,549);
- (ii) Production of a high-quality illustrated publication on tiger conservation issues to be distributed at the Summit (USD 29,738);

- (iii) Production of documentary on tiger conservation to be aired on the Russian TV (USD 85,064);
- (iv) Support to finalization of the National Tiger Action Plan 2010-2020 (USD 4,928);
- (v) GEF Grant Audit - VNII Prirody (USD 10,072);
- (vi) Project management - VNII Prirody (USD 15,197)

2. WWF Russia (Total USD 472,476; GEF USD 190,000):

- (i) Support to the production of the special issue of National Geographic Russia magazine dedicated to the Summit (Total USD 26,382; all GEF);
- (ii) Youth Forum in Vladivostok with Videolink and Youth Presentation at the Summit (Total USD 150,414; GEF USD 33,414);
- (iii) Organization of the special National Geographic magazine photo exhibition on tigers, to be displayed at the Summit venue (Total USD 34,878; GEF USD 29,878);
- (iv) Support to the Technical Working Group for the National Organizing Committee (Total USD 55,760; GEF USD 29,060);
- (v) Support to the Drafting Committee for the preparation of the Summit documents (Total USD 61,794; GEF USD 27,494);
- (vi) Promotion in press of the Tiger Summit objectives and outputs (Total USD 67,994; GEF USD 31,994);
- (vii) GEF Grant Audit - WWF Russia (Total USD 10,254; all GEF);
- (viii) Project management - WWF Russia (Total USD 65,000; GEF USD 1,521).

### 3. Efficiency

The project was *cost-effective in relation to achieving the objectives of the relevant GEF strategic programs* for the following reasons:

- (i) An emphasis on conservation of the tiger as a ‘flagship’ species enabled the project to address more substantive objectives of integrated wildlife and habitat conservation in the tiger range. The environmental benefits were broader and exceeded those of protecting the tiger as individual species.
- (ii) The project targeted resources to assure a high quality of the Global Tiger Summit and as such lead to substantive and measurable commitments to tiger conservation by top political leaders. It is a small investment which is expected to lead to big returns and is thus highly cost-effective strategically.
- (iii) The Summit provided additional impetus to the GTI through engaging top policy makers from all Tiger Range Countries under the convening power of the Russian Government, the World Bank and the GEF. The project strengthened the collaboration among countries, NGOs, bilaterals, and MDBs to support national, regional and global commitments made at the Summit. The analysis assessed funding gaps and suggested specific actions to raise additional financing for conservation.

The MSP activities were also *cost-effective operationally in relation to the use of GEF allocation* for the following reasons:

- (i) The project was implemented through the leading Russian conservation organizations – WWF Russia and VNII Prirody with complementary technical strengths. The MSP additionally benefited from their individual and cumulative experience, management and technical expertise.
- (ii) MSP activities used the existing and proven effective implementation structures and arrangements. The project engaged well established governmental procedures for organizing high level meetings and events.

(iii) Project activities complemented the ongoing work done by the Ministry of Natural Resources of Russia and by both MSP Executing Agencies in technical analysis and in communications for tiger conservation, which helped them maximize the cost-effectiveness in the use of funds.

(iv) Due to its magnitude and the high political profile, the Summit was able to engage several stakeholders (including the Administration of the City of St. Petersburg) as additional sponsors, which added more than USD 0.7 million of co-financing.

#### 4. Development Impacts, including those that are Unintended/Unrelated to TF Objectives

The 2010 Global Tiger Summit in Russia generated significant development impacts, which are summarized below.

##### *1. Confirmed political will for the systemic transformational change in attitudes to environment.*

The countries in the range of the tiger are amongst the most important in delivering global biodiversity benefits. At the same time the wild tigers give a face to the larger crisis of biodiversity loss in Asia and around the world – a crisis that threatens human well-being as much as declining wildlife and wild lands. The Summit mobilised and confirmed political will of the Tiger Range Countries and the global community to take effective joint measures to prevent extinction of tigers and restore their population in the wild to sustainable levels. The Summit also confirmed TRC political leaders' interest in transformational change in how the world values and protects its natural heritage and its natural wealth, and raised the issue of disappearing tigers as a “flagship” for the technically sound and consolidated multi-stakeholder approach to address the pressing threats to the global environment. Success of the GTRP, to be evident in five to seven years, in reversing the threat of extinction facing wild tigers will increase the global momentum toward protecting natural capital to benefit current and future generations.

*2. Strategic programming for the common goal of tiger conservation.* The Global Tiger Recovery Program adopted and launched at the 2010 Global Tiger Summit in Russia provides catalytic framework for the coherent and coordinated development and implementation of conservation projects in the Tiger Range Countries (Bangladesh, Bhutan, Cambodia, China, India, Indonesia, Laos, Malaysia, Myanmar, Nepal, Russian Federation, Thailand, and Vietnam), which would strengthen conservation of the critically endangered wild tiger populations and habitats. That would help to arrest and reverse the current progressing decline in this species and the losses in the related habitats of the high global biodiversity value. The direct global environmental benefits from the Program would include in a short term a decrease in tiger and its habitat losses and, in a longer term – an expected 2 times increase in the number of wild tigers over the next 12 years.

*3. Strengthening of conservation institutions through targeted capacity building and global multi-stakeholder cooperative action.* The Global Tiger Recovery Program would pilot and support replicable initiatives in four broad thematic areas: (i) critical landscape and protected area management, (ii) technology for wildlife protection, (iii) community engagement, and (iv) cooperative management of international landscapes. All stakeholders will significantly enhance the impact of their individual actions and create a legacy for the future by joining this pioneering, highly visible, and global effort. Philanthropist friends of wildlife, through a sustained commitment of grants, will be organically associated with this program and the GTI brand. Official donors will strengthen biodiversity conservation considerations in their portfolios and be at the forefront of supporting protection of the ecological services offered by tiger landscapes. TRC leaders will reinforce their individual commitments to national actions with the collective political will for joint global action. Conservationists will continue to harvest, share and apply the best available knowledge

with the confidence of political and financial support. TRCs and national and international NGOs will achieve greater impact from their on-the-ground efforts with communities, backed up by coordinated transboundary actions to end illegal trade and trafficking by substantially reducing consumer demand for tiger parts. International organizations charged with combating wildlife crime will work together with more effective national support.

4. *Mobilization of resources* The Summit has helped to mobilize political support to tiger conservation from major donors and financiers, and will further influence them to prioritize financing in the interest of biodiversity conservation and environmentally sustainable development at large. It will also influence broader investment policies by promoting tiger-friendly territorial development patterns, “green infrastructure”, sustainable forestry and wildlife management.

Key tentative funding commitments for tiger conservation were declared by donors at the Summit and reflected in the *Summary of Tiger Summit Resource Announcements* (attached to the ICM). They include:

World Bank	– USD 100 million,
ADB	– USD 69 million,
GEF	– USD 50 million,
WWF	– USD 50 millions (for 5 years),
WCS	– USD 50 million (for 10 years),
Germany	– USD 29.69 million,
USA	– USD 20.95 million,
GTF	– USD 0.25 million,
Private	– USD 1 million (Mr. Leonardo Di Caprio).

Some donors that attended the Summit and confirmed their interest in supporting tiger conservation did not make specific resource announcements at that time. They include the Government of Switzerland, UNEP, UNDP, CMS, CITES, IUCN, TRAFFIC, and IFAW. Further GTI consultations will determine specific roles of these financiers.

#### 5. Overall TF Outcome

**Highly Satisfactory.** The Project was relevant to the current global, regional, and country priorities. The MSP was implemented efficiently and its Objective was achieved in full. Although the project was small, the strategic benefits and the development impact were significant.

### **D. Risk to Development Outcome**

#### 1. Follow-On Results and/or Investment Activities

As indicated in *Section C.4*, the Summit played significant catalytic role in mobilizing national and international financing for tiger conservation. The adopted GTRP is based on National Tiger Recovery Programs to be implemented by each Tiger Range Country with the combination of national financing and the support from the donors.

Out of the long-term tentative funding commitments summarized above, as of September 2011, the confirmed donor financing amounts to USD 67.9 million. Major contributors to date are the World Bank (USD 34 million); European Commission (USD 12 million); WWF and Wildlife Conservation



Society (consolidating various funding sources through respective programs, USD 10 million and USD 7 million respectively).

## 2. Replicability

The Global Tiger Recovery Program launched at the Tiger Summit in St. Petersburg would pilot and support replicable initiatives in four broad thematic areas: (i) critical landscape and protected area management, (ii) technology for wildlife protection, (iii) community engagement, and (iv) cooperative management of international landscapes.

Experience in organizing the Summit (including financing, technical capacity, staffing, etc.) will be further used by the GTI in building effective interaction among TRCs and global partners for the GTRP successful implementation. In particular it will be used in establishing procedures and activities for the follow-up high-level GTRP implementation reviews.

## 3. Overall Risk to Development Outcome

**Moderate.** The Global Tiger Summit was an integral part of the broader GTI process to establish sound institutional architecture and long-term financing arrangements for the implementation of the Global Tiger Recovery Program. The Summit of the TRC Heads of Governments resulted in building high-level political commitments for tiger and habitat conservation in the range states, which further empowers TRCs and global partners to establish institutional and financing frameworks for the long-term sustainable operation of the GTRP with a goal to double the number of wild tigers by 2022.

The sustainability is likely as the GTRP is based on the country-driven National Tiger Recovery Programs fully linked to the well recognized long-term national priorities, and since TRC governments demonstrated strong political commitment to tiger conservation. However, the following factors remain essential for the success of the Program: (i) the continued strong ownership of the GTRP by the Tiger Range Countries; (ii) readiness of national authorities to transform political will of TRC leaders into operational decisions on the ground in critical thematic areas, and (iii) adequate and timely mobilization of external to TRC funding by donors.

## **E. PERFORMANCE**

### 1. Bank

**Satisfactory.** The Bank provided extensive support to grant Recipients in finalizing the MSP proposal and in coordinating the GEF-funded activities in the broader GTI operational context. The project technical and institutional design and the implementation arrangements were appropriate. Supervision had to be close in view of the high political profile of the event and its strategic significance. Bank team also facilitated Summit-related communications through GTI channels.

### 2. Recipient

**Satisfactory.** Both Recipients (Nature Conservation Institute “VNII Prirody” and WWF-Russia) maintained the commitment, capacity, and resources required to successfully complete the project and

fully achieve its objectives. Implementation was demanding on Recipients as it involved extensive coordination at the highest level of the government.

## **F. LESSONS LEARNED / RECOMMENDATIONS**

The project is a good example of how small strategically targeted investment can help generate significant development outcomes. Although the success of the 2010 Global Tiger Summit in Russia was a result of a broader effort led by the GTI, TRCs and global partners, which was initiated in 2008 and involved extensive expert and political consultations and participatory development of the Global and National Tiger Recovery Programs, the input of the MSP to this process was critical.

Valuable experience in organizing the Summit on technical, staffing, communications, financing, and other issues will be used by the GTI in establishing procedures and activities for the following high-level implementation reviews of the Global Tiger Recovery Program.

## **G. ICM PROCESSING AND COMMENTS**

### 1. Preparation

TTL at Approval: Andrey Kushlin

TTL at Closing: Andrey Kushlin

Prepared by: Serguei Milenin

Date Submitted to Approving Manager:

### 2. Approval

Manager: Keshav Varma

Date Approved by Manager:

Manager's Comment:

### 3. TFO Evaluation of ICM Quality

TFO Reviewer:

TFO Rating on the Quality of ICM (*Satisfactory or Unsatisfactory*):

Comment and Justification for Rating Given by TFO: