

Project Information: [By clicking on (i) you will get additional information for associated section/field. Some information in this document is populated from iDESK, AS PDS Approval & AS - Supervisions.]

Data populated
Data Entry

Region: ASIA	Country: Indonesia	Frontier Regions: (i)	% in Frontier Region: (i)
Sector: U - Accommodation & Tourism Services	IDA status: (i) No	% in IDA Countries: (i)	
Owning Dept/Division: CSBBD - Sustainable Business Advisory Dept/Eco-standards GEF	Implementing Dept/Division:	Project/Transaction Leader: Juan Jose Dada	
Project ID: 502468	Project Short Name: BDGEF Komodo	Project Long Name: Komodo Collaborative Management Initiative	
Original Approval Date: Mar. 7, 2007	Total Funding: 5,725,000	Actual Project Duration: 131 months	
	Original (i)	Revised (i)	Actual (i)
Project Implementation Start	Nov. 24, 2004	Dec. 1, 1999	Dec. 1, 1999
Project Completion	Nov. 24, 2011	Nov. 24, 2011	Oct. 1, 2010

Project Categorization (automatically populated from the Business Lines tab in iDesk):

Business Line(s)	Product(s)	Type
Sustainable Business Advisory	100% SBA-Other	S-I 100%

Relationship to IFC Project(s)	Relationship Type	Project ID	Project Long Name
IFC AS Project	None		
IFC Investment Project	None		
<i>Recipients</i>			<i>Beneficiary Type (i):</i> Large Company; Government National; Public Good
<i>Stakeholder Type (i):</i> Large Company; Government National	<i>Main Client (i):</i> PutriNaga Komodo (513766)		
	<i>Other Client(s) (i):</i>		

Objective	<p>Original (Mar 07, 2007) - The objective of the Komodo National Park Collaborative Management Initiative (KCMI) is to ensure the long-term effective management of Komodo National Park (KNP), through the adoption of a collaborative management approach. Thus KCMI involves all key stakeholder groups, including the Park authority (PHKA), local government, a Joint Venture between an international NGO (The Nature Conservancy) and a local tourism company (JPU), and with additional input from local communities, government agencies and private sector organizations. KCMI also represents a ground-breaking policy experiment for the Government of Indonesia, as it involves the granting of a tourism concession by the Ministry of Forestry to the Joint Venture (JV) company, to authorize this private sector-NGO partnership to set and collect gate fees, establish and implement carrying capacity limits, and develop a tourism licensing system. The aim of this privatization of park management is to bolster the limited capacity of PHKA to protect the threatened resources of KNP, and to make KNP a self-financing park, with its management costs being covered by tourism revenue. A separate tri-partite collaborative management agreement between the JV, PHKA and the local government will set out further divisions of responsibility between these three bodies in conservation management, monitoring and enforcement, and sustainable livelihood activities. KCMI</p>
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	<p>will base its conservation of KNP's unique marine and terrestrial biodiversity (including globally important coral reefs and the Komodo dragon) on an adaptive management approach that enables project activities and planning to respond to the changing threats to this highly complex ecosystem. Positive incentives (including a micro-enterprise fund for local family-based businesses, research and development of sustainable methods of marine resource use, and community development grants to finance urgent welfare needs) will be used alongside negative incentives (regulations and fines) to encourage local communities to switch from the current destructive fishing practices to sustainable livelihoods based on the rational use of the area's resources.</p> <p>Most recent update (Feb 11, 2009) - The objective of this project is to support the Komodo National Park Collaborative Management Initiative (KCMI), and the private business joint venture, in the development and implementation of a collaborative park management plan involving the private sector, local communities, local government, NGOs, and Park Authority.</p> <p>By the end of the project Komodo National Park is expected to be a self-financed park, with its management costs being covered by tourism revenue.</p>
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Key Highlights (i)*Summarize key project highlights*

Entire Project: This project is part of the GEF-funded innovative, “business and biodiversity portfolio which started about 10 years ago. It was designed following the GEF Full Size Projects guidelines and IFC procedures at the time. The current IFC AS procedures were introduced only in 2007. A PDS-A was backfilled in IDesk in 2007 with targets, indicators and baseline adapted from the original IFC/GEF document. The Project Appraisal Document (PAD), as approved by the GEF council, is filed in IDesk. This PCR assesses the project against its original objectives as well as against the objectives and indicators in IDesk.

Implementation began in Sept 2005 and was scheduled to run through Dec 31, 2012. Over seven years, the management of the national park was to shift from entirely public to a sustainable public/private partnership (PPP), within which the private venture itself, PT Putri Naga Komodo (PNK), the client, would become self-financed by deriving commercial revenue from tourism.

STAKEHOLDERS: The Komodo Collaborative Management Initiative (KCMCI) is the overarching management structure of the National Park and includes PT Putri Naga Komodo (PNK), the National Park Authority, and the local District Government, with participation from a community based advisory committee. PNK is a start-up, private, joint venture company registered in Indonesia in 2001. PNK is owned 60% by US based NGO, The Nature Conservancy (TNC) and 40% by JPU, an Indonesian tourism company. Responsibility for overall project implementation is with PNK. A 30-year license was granted to PNK by the Ministry of Forests to manage tourism concession areas. PNK was incorporated as a business with a not-for-profit profile (the shareholders agreed to allocate all profits to the conservation project). To jump start the PPP, pay for certain initial investments and support PNK in its initial years; IFC provided a \$5M grant obtained from the GEF with matching funds from TNC.

PROJECT IMPLEMENTATION AND EXIT: IFC is exiting the project 2 years before its planned completion. Although the project has achieved most of its expected outputs, outcomes, and is on its way to deliver its impacts; implementation has been plagued by several challenges, most of which external to PNK. In particular, (i) unresolved issues with the partnership between TNC and JPU; (ii) unwillingness of the government to fully comply with the Collaborative Management Agreement; (iii) recent mandate of the Ministry of Foreign Affairs that TNC must sell its shares, arguing that as an international NGO, it is illegal for it to own a for-profit company in Indonesia; (iv) the resulting impossibility for PNK to use the proceeds from the fees collection (presently blocked in PNK's bank account); and (v) a new parallel fee collection system implemented by the Ministry of Forests. In light of these, TNC decided to sell its shares in PNK to an Indonesian company with a strong commitment to conservation. Even though the sale has not yet occurred, considering that the objective is expected to be accomplished through a private entity, IFC agreed that this transfer is a viable and robust exit strategy for TNC and the project. In fact, this would almost exceed expectations and prove that conservation and a park management can make business sense.

The ownership of PNK by local business people would hopefully help remove some of the current barriers, strengthen the relationship with the Government, and allow the project results to be better mainstreamed. TNC identified Shanti Poesposoetjipto as a potential buyer of its current 60% shares. Shanti is a well connected member of the Indonesian business community, a former client of IFC, and a former member of the TNC Board. The current other JV partner for 40%, JPU has first refusal rights and may also consider buying TNC shares to become the sole owner of PNK.

The exact position and management strategy of the Indonesian Government going forward is uncertain. As part of immediate post-completion activities, IFC wrote to, and met with, the Director General of the Ministry of Forestry. He assured IFC that he liked the concession model with a private company and intends to replicate this model to as many national parks in Indonesia as possible.

Reporting period since last supervision: MAIN HIGHLIGHTS:

- an entry fee system -- \$1,532,303 collected to date. This is lower than expected but projections are of \$2 million/year in the years to come (with a raised fee)
- reconstructed tourism infrastructure and improved marketing of the Komodo “brand”
- establishment of a micro-credit program through 3 villages
- establishment of a stakeholders’ consultative group
- design and implementation of the management plan for the park
- research and conservation benefits on both terrestrial and marine ecosystems and species

This project has set a precedent in terms of PPPs for tourism and conservation. Never before had a JV like PNK had been envisaged and although PNK today will become fully private, it had to start with an NGO –or the partners would not have accepted it. As such, the project opened a whole new territory for conservation financing, which can now be further chartered thanks to a wealth of information generated. The concept of the PPP remains fundamentally sound, as confirmed by the final evaluation.

While it is true that PNK’s expenses currently still exceed its revenues, the private investors believe that it has positive value. The independent evaluation recognizes that PNK has been successful in increasing revenues, and that these are projected to grow in the future. In addition, a number of costs can be now considerably reduced and the tourism fees can be increased. Two years before planned completion, there is no question that PNK has made progress towards financial self-sufficiency, even though it has not achieved the levels that were anticipated.

The project also had significant positive impact on conservation in Komodo, as witnessed by the major decrease in destructive fishing, improved marine ecosystems health and improved conservation of the Komodo dragon in stable population. The improvements in infrastructure and marketing mean a better tourism experience that improves the financing of park management. (This was monitored by IFC and reported by PNK semi-annually - reports in IDesk).

The draft independent final evaluation notes: “There is little question that the status of the iconic species of the KNP, the Komodo dragon, has improved in recent years, in part as the result of advances in scientific understanding brought about by research supported by the initiative, and in part by better management of tourism and land use within the KNP...”

Since the last supervision, TNC and PNK agreed on, and implemented, an exit plan at the demand of IFC that specified a set of priority items to be completed before the transfer of ownership. Such priority items included making sure no vulnerable group would be affected by the project termination. The most important activities of such plan are:

- completion of an Environmental Impact Assessment of seaborne tourism (cruise-line visits and live-aboard, dive vessels) to provide the necessary information for the Government to develop an appropriate set of guidelines to allow maximum marine tourism growth while avoiding over exploitation of the Park.
- completion of the infrastructure as contemplated in the project. It will not only be a lasting legacy, but also live up to the expectations and commitments made by IFC/GEF to the local government and the Ministry of Forestry.
- last allocation to the micro-credit program so that the existing micro finance institutions meet the expectations of local communities, Government, and partners (Rabobank and UNESCO).
- downsizing of PNK(from 73 to 55 employees). The project made sure that PNK has sufficient reserves to pay severance packages for all laid-off employees.

The external independent evaluation team is writing up the lessons learned of the Komodo Collaborative Management Initiative from its inception until the PNK exit plan on the basis of interviews, assessments in the field and review of reports. A publication ‘Lessons Learned in Komodo National Park’ will be produced and distributed to relevant agencies and practitioners in FY11.

Lessons Learned:

Delete Row (i)	Lesson Area (i)	Comments and Suggestions (e.g. What worked well? What would you have done differently?) <input type="checkbox"/> Add Additional Lessons Learned Row
	Design/planning	<p>A lot of work had gone into thinking the JV and the JV agreement was fundamentally solid. Partners considered all the necessary elements of equity, governance, open and transparent deliberations, stakeholder engagement, independent monitoring, and conflict resolution. As a pioneering project, the formation of PNK and the broader collaborative management structure of the park were the right things to do. They brought considerable conservation achievements, and also set a solid precedent for public-private partnerships in Indonesia. If the Government had not put so many obstacles to the model, the results would be even better. A lesson here is that IFC may have overestimated the Government's support to the project and did not consider a possible change of opinion – this should be more carefully ascertained in the future and not left to the sponsor to do. IFC should monitor this constantly and should intervene. The same is happening in the palm oil sector where IFC is now learning to engage more directly with the Government of Indonesia.</p> <p>What proved problematic with time is the not-for-profit aspect of PNK. All net proceeds had to be reinvested in the park as per first Board meeting agreement. This had been a condition demanded by TNC at a time when its donors and constituencies may not have supported the Komodo project otherwise, and when the world was not ready to mix (pure) business with nature conservation. The Government's attitude at the time also played a role in this choice. PNK was expected however to be business-like in its management and in running a tourist destination, and also to meet a very wide range of expectations in the community and among park authority staff. This permanent double task of having to run both a project and a business made it difficult for PNK to focus and consolidate its role. Although it was the only way to initiate the PPP, in the future we should insist to have a pure business play its business role, or have the change occur earlier in the implementation process</p> <p>Another lesson concerns the project scope. Despite the need –and the pressure-- to be comprehensive and integrative, it may have been better to structure the PPP with a more limited set of objectives in mind. Too many things to do took staff time and diverted from the main goal.</p> <p>Finally, the collaborative management of the Park has proven to be very positive and can be replicated. This lesson is learned again here, after being learned in all the projects of the IFC “business and biodiversity” portfolio.</p> <p>The Grant Agreement between IFC and PNK was drafted from just a basic template and was also used as a model for other agreements.</p>
	Pricing	<p>This is not exactly applicable since the project, approved in 2005, financed by a GEF grant, did not concern the delivery of advisory services strictly speaking. At that time the requirements were related to co-financing and leverage. The co-finance by TNC was fully met. The revenues from tourism however had been projected to reach a total of \$6.7 million over seven years and that was unrealistic.</p>
	Implementation/delivery	<p>The management audit and mid-term review arranged by IFC made recommendations to change PNK's business plan but the other problems faced by the project did not allow PNK to change fast enough. And despite constant advice and reminders from IFC, many of the difficulties in executing the project had to do with PNK's inability to separate clearly the conservation project and the</p>

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		<p>business.</p> <p>The necessary move from a pioneering project to a mainstream profit-making operation has not been easy. TNC should have let PNK be managed more as a business and less as a conservation entity, with clearly defined uses of revenues, and, over time, profits. PNK costs should have been reduced sooner and focused on priority issues. The conservation and set-up costs of the collaborative management structure that were paid by the project should not have been considered operational costs of the business entity.</p> <p>IFC tried numerous times to convey this message to TNC and PNK and a management audit was arranged by IFC for this purpose. Later, in view of the growing obstacles created by the Government and JPU, TNC realized –and admitted to IFC-- that the best thing to do was to sell its shares to a local business. Perhaps IFC should have resorted to more drastic means earlier (yet trying not to damage an excellent relationship), such as a suspension of the grant. But that would have carried a number of other problems (stopping the infrastructure work or affecting local populations and micro-credit). Again: certain mistakes must be made for lessons to be learned.</p> <p>The experience in dealing with the Government of Indonesia –particularly the Ministries of Forestry and Finance—, around concession themes, is extremely valuable for the IFC as it can be used in the areas of forestry and agriculture, two very important areas for IFC. We learned that the government should be on board at all times. In that respect, over the course of the 5 years, IFC has left TNC and PNK doing all the contacts –they had a network of lobbyists in place—but we feel IFC should have been more active and use partners such as the WB and the GEF to obtain either the needed compliance with the agreements, or a concrete response. At a minimum, continuous dialogue with the government is key but, in addition, the approach should be diplomatic and inclusive, not antagonistic.</p>
	Development Results	<p>As a pioneering project, the formation of PNK and the development of the collaborative management agreement have value not only for its considerable conservation achievements, but also for setting a precedent for public-private partnerships in Indonesia and for National Park management practitioners worldwide. Compared to the situation of most national parks in the world where it is a struggle to find conservation and management revenues, Komodo can be self-sustained.</p> <p>While PNK has been very successful in increasing revenues generated from tourist park entrance fees and associated sales of merchandise and food & drinks within the park visitor facilities, it is not making profit yet. Nevertheless, the anticipated new investor (a for-profit buyer) believes PNK to have positive net-present value.</p> <p>Mechanisms should have been put in place for assuring adaptive management of the company finances. PNK should have revised its projections of expected profit excluding the set-up costs of the collaborative management agreement that the project covered. It is also possible that project funding created perverse incentives (without the funding PNK would have faced stricter for-profit discipline). However, it is indeed very likely that without the funding there would have been no project.</p> <p>The alternative livelihoods and micro-finance programs were weak and should have been given more attention. In fact, we should learn that it is eventually the</p>

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		local populations that protect any park by their behavior. More attention, but a more focused one, should have been given to them for a much better development result.
	Project team	<p>A capable committed sponsor is key for project success. TNC was strongly committed to the project throughout. However, their effectiveness was hampered by the private sector expertise required and the difficult relationship with the JV partner (who eventually became an obstacle to restructuring the business). This contributed to the difficulties encountered in recruiting and retaining capable managers for PNK who could run it as a lean private entity.</p> <p>On the IFC side, the task manager changed often, which disrupted project supervision. But we were lucky to benefit from the services of a dedicated lead consultant who supported the entire project starting with identification, design to exit and PCR. This, and the permanence of the Program Manager, proved invaluable to maintain continuity.</p> <p>The IFC program manager had frequent telephone meetings with the TNC manager (and every time it was necessary if an obstacle would come up). This considerably helped and must be replicated.</p>
	Consultant work	n/a
	Client commitment/satisfaction	<p>This project reinforces a lesson learned from other early-day projects that have been maturing now: client commitment is key. Here, this has played positively. Both TNC and PNK have been strongly committed to the project. TNC provided a 1 to 1 match of funds contributed by IFC, and kept an active role in PNK direction. Total contribution was above US\$4.6 million (tracked by IFC semi-annually as part of disbursement requirements).</p> <p>Introducing an entrance fee structure has not appeared to lessen the tourism demand; in fact, as the Komodo National Park's reputation has improved and become more well-known, high-end tourism has increased. This entrance fee has generated above US\$1.5 million. This is important since PNK (the client) will now be owned by a fully private business who also needs to be satisfied.</p>
	Funding leverage	TNC invested heavily in the planning of the PPP, and provided start-up as well as operating costs at a one-to-one ratio since its inception with the commitment to gradually phase out subsidy and phase in commercial revenues. As mentioned above the co-financing for PNK start-up costs exceeded US\$4.6 million. And the entrance fee mechanism generated already above US\$1.5 million. Additionally, the government contribution to the recurrent costs of the park and the communities' in-kind and time contribution to the joint management of the area are significant, but un-quantified contributions. In summary, the funding leverage was adequate on the subsidy side.
	Experience with replicating	<p>The model has not been fully replicated yet, but it is a recognized example among National Park management professionals worldwide for co-management and public-private arrangements in protected areas. The model has been presented by TNC and PNK in multiple conservation forums and publications (World Conservation Congress, Conservation Learning Week in Latin America, World Commission on Protected Areas publications, etc.). And the lessons learned document that is being produced at closure of this project will contribute to that too. The Director General of the Indonesia ministry of forestry stated his intent to replicate this model to as many national parks as possible.</p> <p>The project itself did not contemplate a dissemination strategy but it was an intention of the IFC Biodiversity Program to build and share knowledge on these topics. This project represents an early innovation approach where IFC tested the</p>

Delete Row (i)	Lesson Area (i)	Comments and Suggestions (e.g. What worked well? What would you have done differently?) <input type="checkbox"/> Add Additional Lessons Learned Row
		<p>commercial feasibility of [a] locating environmentally- and biodiversity-friendly businesses at the boundaries of high conservation-value areas or [b] encouraging those businesses to become operators of high conservation-value areas on the basis of PPPs. As innovative as they were, the projects in this portfolio performed with a different degree of success:</p> <p>- “SUCCESSFUL”/“MOSTLY SUCCESSFUL” were Mongolia’s Eg-Uur watershed management and eco-tourism (#503476), Poland’s Symbio organic farming on the buffer zones of protected areas (#532511), Guatemala’s FCG fund to encourage SMEs in eco-tourism (#532425), sustainable coffee and sustainable tilapia (#532425), Peru’s eco-tourism attractions at Terra Inka (#506050), Indonesia’s PPP for the Komodo National Park (#502468), Tanzania’s Lolkisale project (#505838) linked to BHL.</p> <p>-“MOSTLY UNSUCCESSFUL”/“UNSUCCESSFUL” were Peru’s wildlife management and creation of livelihood through poisonous frog farming (#506393), Zimbabwe’s Save Valley conservation-supporting eco-tourism and sustainable trophy hunting (#532411), Tanzania’s eco-lodge at the boundary of a high conservation-value area (#532509).</p>
	Link with IFC Investment	The project was not linked to an IFC investment.

Lessons learned would be easy and valuable to translate into a [SmartLesson](#). Please consider writing a short [SmartLesson](#) based on your experience.

Follow up opportunities:

	AS	Investment
Are there new business development or replication opportunities?	No	No
<i>If yes,</i>		
1. Describe opportunity		
2. Recommended follow up action		

Summary of Supervision Performance Ratings:

Performance Category (i)				
Supervision Reporting Period	Development Results	Financial	Timeline	Overall
#1[As of Jun. 30, 2007]	B - Slightly Below Targets	A - On or Under Budget	B - Slightly Delayed	B - Some Areas of Underperformance
	Rationale for overall performance rating assigned Expected levels of co-financing have been met. The first two years have seen difficulties in retaining senior management. However, key milestones such as the setting up working committees and developing relationship with key stakeholders has been fairly successful.			
#2[As of Dec. 31, 2007]	B - Slightly Below Targets	A - On or Under Budget	B - Slightly Delayed	B - Some Areas of Underperformance
	Rationale for overall performance rating assigned Co-financing from The Nature Conservancy and from park entrance fees have been exceeded. However, serious disagreements with private sector partner and lack of retention of senior management at PNK raise concerns about management structure of the joint venture. There have been some delays in sustainable livelihood implementation and the distribution of tourism benefits through PNK is not fully developed. However, milestones in conservation plan implementation, tourism infrastructure development and working collaboratively with local government and local communities have been met. This performance rating is based on a supervision mission in April 2007 and additional information provided by the grantee.			

Performance Category (i)

Supervision Reporting Period	Development Results	Financial	Timeline	Overall
#3[As of Jun. 30, 2008]	B - Slightly Below Targets	A - On or Under Budget	A - On or Ahead of Plan	B - Some Areas of Underperformance
	Rationale for overall performance rating assigned Considerable progress has been made with tourism infrastructure development and sustainable financing. A split with the private sector tourism partner has raised concerns about the management structure, prompting an IFC sponsored management review. There are ongoing delays with the implementation of the sustainable livelihood program due to delivery capacity of the program partner and Komodo's isolation. Collaboration with government and local community shows signs of improvement. This performance rating is based on a supervision mission in March 2007 and information provided by the grantee.			
#4[As of Dec. 31, 2008]	B - Slightly Below Targets	A - On or Under Budget	A - On or Ahead of Plan	B - Some Areas of Underperformance
	Rationale for overall performance rating assigned The tourism infrastructure development, sustainable financing, and conservation management components continue to move forward on schedule. An IFC sponsored management review identified a number of measures to improve management efficiency. Some of the resulting recommendations have been implemented but others are awaiting resolution of a potential change in the joint venture ownership. There continues to be delays the implementation of the sustainable livelihood program due to delivery capacity of the program partner and Komodo's isolation. Collaboration with the local government, the park authority and other partners has been strengthened. This performance rating is based on information provided by the grantee and the outside management review.			
#5[As of Jun. 30, 2009]	C - Significantly Below Targets	A - On or Under Budget	B - Slightly Delayed	C - Significant Underperformance
	Rationale for overall performance rating assigned The tourism infrastructure development and conservation management components are proceeding on target.			
	The major issues that need to be addressed in the short term are (a) change in joint venture ownership to ensure more effective management of PNK, and (b) hiring of a competent Managing Director to provide overall guidance and oversight for the project. Financial controls need to be addressed properly. Several of the recommendations from the IFC sponsored management review remain to be implemented. This performance rating is based on information provided by the grantee and TNC as partner.			
#6[As of Dec. 31, 2009]	B - Slightly Below Targets	A - On or Under Budget	B - Slightly Delayed	B - Some Areas of Underperformance
	Rationale for overall performance rating assigned The project has made good progress on sustainable finance, tourism infrastructure, and some aspects of benefit sharing. However, there are ongoing delays with implementation of several of the sustainable livelihood activities. Protection of biodiversity has also lagged further behind because of the government's unwillingness to implement and enforce the resource use zoning system. There is also a long-term viability question on the new business model tested by the project due to the change in public policy and the recent government intervention that put them in violation of the Collaborative Agreement. Negotiations are underway to reach an adequate solution; unfortunately, the outcome is not under the control of this project.			
#7 [As of Oct. 1, 2010]	B - Slightly Below Current Targets	A - On or Under Budget	A - On or Ahead of Plan	B - Some Areas of Underperformance
	Rationale for overall performance rating assigned Thanks to the exit strategy pursued by IFC and TNC, and the concomitant identification of a local entrepreneur willing to take ownership and control of PNK, the areas of underperformance seen in previous semesters have been mitigated. The new shareholder arrangements should allow for a smoother relationship with the Government of Indonesia (as a pure business and as an Indonesia based one) and eliminate the challenges of a joint venture and shared control.			
	The tourism infrastructure has been greatly improved, enhancing the visitor experience – and that the project catalyzed most, if not all, of these improvements was confirmed by the independent evaluation comparing the Park condition before and after the project. (Filed in IDesk). There is little doubt that the status of the iconic species of the KNP, the Komodo dragon, has improved in			

Performance Category (i)				
Supervision Reporting Period	Development Results	Financial	Timeline	Overall
	<p>recent years, in part as the result of advances in scientific understanding brought about by research supported by the initiative, and in part by better management of tourism and land use within the park. This has also been confirmed by the on-going independent evaluation and the regular monitoring reports and scientific publications supported by the project. (Mid-term review and independent final evaluation are, or will be, filed in IDesk. Some of the publications and scientific research is in hard copy, project files cabinet.)</p> <p>Additionally, it appears that even in the short time between when the initial zoning of the park took effect (2001) and the Rapid Ecological Assessment of hard corals and reef fishes (2005), researchers reported overall reef species diversity increased. (Publication sent by PNK to IFC in hard copy.)</p> <p>Financially, the project has been mostly on track. 93% of the Grant amount was utilized (as foreseen) and most of the activities, outputs and outcomes achieved. The impact indicators of the Project are also progressing. As mentioned above, PNK has been very successful in increasing revenues generated from tourist park entrance fees and associated sales of merchandise and food & drinks within the park visitor facilities. And the fact that two local recognized entrepreneurs are considering to buy the shares of the company confirms the potential for financial self-sufficiency even if that has not been achieved so far.</p> <p>In terms of timeline, the project is also on time, yet not on its financial sustainability aspects (which are crucial). This early closure is due to the problems encountered (that cannot be solved without a change in model) and creates the opportunity to transfer the control of the client company to a local business person, and to hand back to the Government an overall control over the Komodo National Park</p> <p>Reporting was done regularly and consistently. IFC received progress reports from PNK on the KCMI each year and is expecting the final report; TNC did further internal reporting on its involvement; and 2 comprehensive independent evaluations were done (one in 2008 and the mid-term in 2009). All documents filed in IDesk.</p>			

Development Effectiveness: [Click on respective (i) for guidance on rating.]

	Highly Unsuccessful	Unsuccessful	Mostly Unsuccessful	Mostly Successful	Successful	Highly Successful	Not Applicable
Development Effectiveness- Synthesis Rating (Based on criterion 1-5) (i)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Rationale	<p>The project is rated as “mostly successful” since the project was (1) strategically relevant, (2) led to protection and support for biodiversity (verified by independent evaluators) including critical species, and—this is key—for the acreage of the entire park, (3) demonstrated soundness of the business model towards financial sustainability, and (4) is currently generating revenue for the management of a Protected Area significant enough to contribute to its conservation, as is high compared to international comparators .</p> <p>Moreover, the project set a key precedent in Indonesia, demonstrating the utility of public/private partnerships and proving that ecotourism can generate significant funding for conservation. As such, the initiative achieved a major success in forging a path into new territory for marine conservation. Despite challenges this project encountered along the way, the public/private partnership models remains fundamentally sound. With some modification regarding design and implementation, based on the lessons learned, the project could well serve as a guide for other projects -- not only in Indonesia, but throughout Southeast Asia and the rest of the world.</p> <p>In addition, the project benefited approximately 4.000 people with community development grants that paid for public facilities (water supply, schools, village meeting halls and clinics)</p>						

	<p>and services (medical, scholarship program). The alternative livelihood and enterprise development initiatives provided by PNK trained community members in sustainable fisheries, vegetable production, and handicrafts. The project also funded the construction of an Agriculture Training Centre building, fully equipped.</p> <p>In addition, there is no debate that the project has had significant positive impact on marine and terrestrial conservation in Komodo, as witnessed by the major decrease in destructive fishing practices and improved conservation of Komodo dragon. And the vast improvements in tourism infrastructure, marketing, and revenue generation that mean a higher quality tourist experience, as well as improved financing of park management.</p>
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	Unsatisfactory	Partly Unsatisfactory	Satisfactory	Excellent	Not Yet Achieved	Meets Exclusion Criteria (i)
1. Strategic Relevance (i)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	<p>This project was strategically relevant and fully aligned with IFC's Biodiversity Program objective and the GEF mandate when it was designed and approved. It was part of IFC's effort to develop and incubate new "bio-businesses". The development of these new business models was highly relevant to this work in high biodiversity areas, like Indonesia, Philippines, the Amazon, the Andes, and Central America.</p> <p>Komodo National Park stands out globally as a center of marine biodiversity and habitat of the endemic Komodo dragon. With proper technical assistance and incentives, the private sector has vast potential to not only mitigate its own impacts, but to also contribute directly to biodiversity conservation. This project serves as model for private sponsors to actively engage in protected areas management and benefit from well-maintained eco-tourism destinations.</p> <p>The co-financing from the sponsor, and considerable time spent to deal with the government to make it honor its commitment, confirm the sponsor's commitment. The Government of Indonesia also confirmed its commitment at project approval by endorsing the GEF proposal and signing the concession agreements.</p> <p style="text-align: right;">Rationale</p>					
2. Output Achievement (i)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	<p>IFC provided funding and advice to TNC and the Government of Indonesia for the management and consolidation of PNK as a joint venture entity in charge of implementing the tourism concession in Komodo National Park. 93% of the available grant was utilized and IFC advised the sponsors throughout the life of the project with active supervision and interventions.</p> <p>The expected practice and procedures improved are the components of the Management Plan that guides the Komodo Collaborative Management Initiative (KCMI). This is the structure designed to support the Komodo National Park through a partnership between PNK, the National Park Authority (Ministry of Forestry), and the local District Government, with participation from a community based advisory committee.</p> <p style="text-align: right;">Rationale</p>					
3. Outcome Achievement (i)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<p>Additional to PNK implementing the recommended advice - which enables the project to report that the entire park is now sustainably managed—this project's primary goal and achievement - the management of the Park was improved, and the entrance fee was established as financial mechanism to support operations.</p> <p>Other outcomes include: The community development grants have resulted in positive impacts in the communities, notably improved medical attention via support for medical professionals to visit the communities on a regular basis, and improved support for schools, training programs, and the development of village infrastructure (water hand pumps, buildings, live fences around</p> <p style="text-align: right;">Rationale</p>					

	<p>communities, etc.). The program also offered training programs for local youth in the following subjects: tourism guiding, hospitality, mechanical engineering, business management, and website design.</p> <p>Three alternative livelihood activities have diversified income opportunities. The target was three new products launched, two are fully operational and one in development still:</p> <ul style="list-style-type: none"> - The grouper hatchery is still viable. The fact that the business has survived for more than 5 years is a testimony in itself. - Although still quite small in terms of total sales, the most successful alternative livelihood initiative involve women’s cooperatives trained in the production of bracelets made of coconut beads. - There is good potential for a variety of fresh vegetables to supply the growing demand of the tourism sector. It is difficult to determine the scale of demand and the potential for local communities to be competitive, since this livelihood is still in the planning phase. <p>The support of micro-enterprise development in selected communities has been implemented via the establishment of three Financial Management Units (FMUs). FMUs have made a total of 337 loans (target was 500), to 239 people, or about 12% of the estimated adult population of working age. The average loan size was approximately \$100 for an average period of 1 year with an annual interest rate of 12%, and an average repayment rate of 88%. As of March 2009, the total amount of funding revolved by the three FMUs was approximately \$14,500 – almost 150% against the total starting fund. Due to the lack of information at project design, it is difficult to say if the target was too ambitious or a deficient outreach was the cause of missing the target.</p> <p>The reporting and analysis of these activities programs is hampered by the lack of baseline. In addition, the lack of measurement of the “multiplier effect” made the independent evaluator consider that the socio-economic benefits are probably significantly greater than currently reported. These communities had a combined population of approximately 4,000 people benefited.</p> <p>For details, please see the independent evaluation and other documents filed in IDesk.</p>						
4. Impact Achievement (i)	<table border="1" style="width: 100%; text-align: center;"> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Rationale	<p>Most of the impacts are progressing as expected, especially considering the early ending of the project. The most important impact indicator is the number of hectares of land and sea sustainably managed--the total area of the national park that has been enjoying an improved management capacity due to the collaborative management agreement. The original target was the area of the park (point being its sustainable conservation and management here). The quality of the management and biodiversity conservation results have been monitored by PNK and TNC – and reported to IFC – regularly.</p> <p>The number of tourists that benefited from improved services due to the project investing in infrastructure and PNK providing the improved experience in the park was exceeded significantly. The original target was 9,300 tourists and PNK has received more than 19,000.</p> <p>The entrance fee income has been tracked during the supervision of the project as sales revenue, and it has reached more than US\$1.5 million after 5 years. The GEF Project Concept document has a target of US\$6.7 million after 7 years. Given the early closure, this is below 25% achievement to date; but it is expected that the following two years (up to the originally planned) will contribute significantly to the income bringing the total above US\$3 million or 50% of the target. What could (and will probably) happen is that PNK will be able to increase the fee but also reduce costs to make the business case viable.</p> <p>The number of jobs created target is just above 50% of the expected number of jobs. This indicator will improve during the next two years too.</p>						

5. Efficiency (i)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Rationale	<p>Due to the pioneering nature of the project it is very difficult to compare the expenses and results with a similar project. The multi-stakeholders processes tend to be costly in the beginning and achieve greater efficiency once they are set up. In this project both PNK and the collaborative management structure, are multi-stakeholder bodies. Both have great value not only for their considerable conservation achievements, but also for setting a good precedent worldwide. Also, the Komodo Dragon is a unique (endemic) species, and so are a number of the marine species around the Island. The Komodo National Park case has some resemblance to the Galapagos' but also several differences.</p> <p>While PNK has been very successful in increasing tourism revenues, it has not yet achieved its financial sustainability. The fact that a recognized local business entrepreneur is willing to take ownership of PNK does signal the potential of achieving this in the future.</p> <p>In this case, a mechanism should have been put in place for assuring adaptive management of the finances and a separation between the company costs and the set-up costs of the collaborative management structure. These could have allowed PNK to revise its projections about the revenue. It is possible that the project funding made the company expend without the for-profit discipline that it should have had.</p> <p>In summary, the project was probably not as efficient as could be but its experimental nature compensate for that in part. The invaluable lessons learned and conservation benefits make it worth.</p>					
6. IFC Role and Contribution (i)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
Rationale	<p>IFC managed a technical assistance grant. Financial sustainability of a protected area is not a conventional accomplishment: there was and still is a lack of private sector experience among the protected area management practitioners and theorists. IFC, with a number of biodiversity related projects like this one, succeeded in proving that when the private sector has a role it is possible to reach sustainable conservation financing and here, the objective of setting up a private company and collaborative management structure for the Park was feasible and provided lessons of what should and should not be done. Also, IFC was very firm in the Grant Agreement by making it binding that the commercial revenue had to phase in sufficiently soon and in sufficient amounts or the model would not work.</p> <p>An important contribution of IFC was to steer this project towards a for-profit model. This was not explicit upfront due to a limited recognition throughout the 1990s and 2000s of the private sector as a useful player in protected area administration. IFC achieved the demonstration of viability of a for-profit model, overcoming prejudices against the private sector role in conservation.</p> <p>IFC maintained excellent relationships with PNK and TNC –which was positive-- but should have consulted with the Government more often, from the start and made sure it was on board. IFC's visit to the ministry of forestry to report on the project's achievements and discuss options for the future was well received.</p> <p>Additionally, the lessons learned through this project complement the experience IFC has with PPP as a tool for Protected Areas management. In the case of the PPP applications at a system level (for example IFC in South Africa) IFC has helped the Government to set up the legal and regulatory framework for concession in and of Protected Areas. The Komodo experience illustrated the challenges over time of managing one of those concessions.</p>					

Post completion monitoring recommendation [Based on outcome and impact indicator level recommendation within Development Results section that follows]	
Recommended	No
Recommended duration for annual post completion monitoring	

Approach for post project completion monitoring (including estimated level of effort, resources and funding source)

No monitoring is recommended for this project because IFC was not a provider of advisory services to the incoming owner and cannot signal "half-exit". IFC will monitor, however, the developments for this and other eco-tourism spots to aggregate lessons in order to inform others as well as our own investment and advisory operations (PPP Transactions Business Line in particular).

Development Results

[Double-click here](#) to get the list of mandatory indicators for each Business Line and Product.

<input type="checkbox"/> Add Outputs Row								
Outputs (i)								
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Targets (i)		Results (i)		
				Cumulative		Changes during prior periods	Change during this Period	Cumulative
				Original	Revised			
<input type="checkbox"/>	An effective Collaborative Management Agreement (CMA) for KNP is set up and in operation, and mechanisms for consulting with and involving other stakeholder groups are functioning well	<input checked="" type="checkbox"/> Dropped	Stakeholder consultation mechanism established	0.00		1.00	0.00	1.00
<input type="checkbox"/>	Conservation Management in the park is strengthened	<input checked="" type="checkbox"/> Other	Marine Zoning System and Regulations set up	0.00		1.00	0.00	1.00
<input type="checkbox"/>	A tourism management strategy is developed and implemented,	<input checked="" type="checkbox"/> Dropped	park entrance fee increased (US\$)	2.50	50.00	20.00	0.00	20.00
<input type="checkbox"/>	Incentives for sustainable livelihoods are put in place	<input checked="" type="checkbox"/> Poor Data	number of successful alternative livelihood initiatives	0.00		1.00	0.00	1.00
<input type="checkbox"/>	Collaborative management of protected areas established through	<input checked="" type="checkbox"/> Other	Number of workshops, training events, seminars, conferences, etc.	100.00		10.00	0.00	10.00

Outputs (i) <input type="checkbox"/> Add Outputs Row								
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Targets (i)		Results (i)		
				Cumulative		Changes during prior periods	Change during this Period	Cumulative
	multistakeholder processes: Training of communities and commercial interests							
<input type="checkbox"/>	Conservation of national parks and protected areas improved through improved legislation: Establsihment of Marine Zoning System	<input checked="" type="checkbox"/> Other	Number of new laws/regulations/amendments/codes drafted or contributed to the drafting	3.00		1.00	0.00	1.00
<input type="checkbox"/>	Establsihment of alternatives to destructive fishing practices: SME establishment (horticulture & mariculture)	<input checked="" type="checkbox"/> Other	Number of entities receiving advisory services	5.00		2.00	0.00	2.00
<input type="checkbox"/>	Tourism management: marketing product	<input checked="" type="checkbox"/> Other	Number of media appearances	250.00		75.00	0.00	75.00
<input type="checkbox"/>	Provide funding to PNK to support KCMI	<input type="checkbox"/> Select reason	Number of entities receiving concessional investment	1.00		1.00	0.00	1.00
<input type="checkbox"/>	Provide technical assistance to PNK and collaboratively supervise the project	<input checked="" type="checkbox"/> Other	Number of entities receiving advisory services	1.00		1.00	0.00	1.00
<input type="checkbox"/>	Provide advises to PNK and/or via	<input type="checkbox"/> Select reason	Number of procedures/policies/practices/standards proposed for improvement or elimination	5.00	1.00	1.00	5.00	6.00

Outputs (i)								<input type="checkbox"/> Add Outputs Row
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Targets (i)		Results (i)		
				Cumulative		Changes during prior periods	Change during this Period	Cumulative
	PNK to improve the Park management process							
<input type="checkbox"/>	Provide technical assistance to PNK and collaboratively supervise the project to implement the Park Management Plan	<input type="checkbox"/> Select reason	Number of entities receiving in-depth advisory services	1.00		1.00	0.00	1.00

Outcome (i)											<input type="checkbox"/> Add Outcome Row		
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Targets (i)			Results (i)			Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
				Original A	Revised B	Cumulative		Expect to achieve by	Changes during prior periods	Change during this Period	Cumulative		
				Original A	Revised B	Original	Revised	Expect to achieve by	C	D	E=(A,B)+C+D		
<input type="checkbox"/>	Plans for staffing PNK's business systems, including human resources, finance, reporting, marketing and	<input checked="" type="checkbox"/> Other	new staff recruited	0.00		70.00		Project completion	69.00	0.00	69.00	Select one	Select one

Outcome (i) <input type="checkbox"/> Add Outcome Row													
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Targets (i)			Results (i)			Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
						Cumulative			Changes during prior periods	Change during this Period	Cumulative		
	communications, conservation, community relations												
<input type="checkbox"/>	Strengthen capacity of park staff for conservation management	<input checked="" type="checkbox"/> Dropped	Number of staff taking targeted training	0.00		70.00		Project complete	59.00	0.00	59.00	Select one	Select one
<input type="checkbox"/>	Achieving financial sustainability	<input checked="" type="checkbox"/> Dropped	marketing strategy and fees structure completed and adopted	0.00		0.00		Project complete	1.00	0.00	1.00	Select one	Select one
<input type="checkbox"/>	Research and scope new alternative livelihood projects including opportunities in mariculture, agriculture, on-the-job training etc	<input checked="" type="checkbox"/> Data N/A	number of alternatives found and implemented	0.00		9.00		Project complete	3.00	0.00	3.00	Select one	Select one
<input type="checkbox"/>	Sustainable livelihoods improved: Access to finance	<input checked="" type="checkbox"/> Other	Number of loans disbursed	0.00		500.00		Project complete	204.00	0.00	204.00	Select one	Select one
<input type="checkbox"/>	Sustainable tourism products and services developed	<input checked="" type="checkbox"/> Other	Number of entities adopting sustainable practices based on advisory services	0.00		10.00		Project complete	2.00	0.00	2.00	Select one	Select one

Outcome (i) <input type="checkbox"/> Add Outcome Row													
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Targets (i)			Results (i)			Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
						Cumulative			Changes during prior periods	Change during this Period	Cumulat-ive		
<input type="checkbox"/>	Sustainable tourism products: Implementing customer satisfaction survey	<input checked="" type="checkbox"/> Other	Number of recommended procedures/policies/practices/standards that were improved/eliminated	0.00		1.00		Project comp	0.00	0.00	0.00	Select one	Select one
<input type="checkbox"/>	Sustainable tourism products: gate fees reflect direct costs	<input checked="" type="checkbox"/> Other	Number of entities that implemented recommended changes	0.00		1.00		Project comp	0.00	0.00	0.00	Select one	Select one
<input type="checkbox"/>	Collaborative Park Management Plan implemented	<input type="checkbox"/> Select reason	Number of entities that implemented recommended changes	0.00		1.00		Project comp	1.00	0.00	1.00	No	Select one
<input type="checkbox"/>	Collaborative Park Management Plan established	<input type="checkbox"/> Select reason	Number of recommended procedures/policies/practices/standards that were improved/eliminated	0.00		1.00		Project comp	1.00	0.00	1.00	No	Select one
<input type="checkbox"/>	JV to implement the Collaborative Park Management Plan	<input type="checkbox"/> Select reason	Number of new financial products launched	0.00		1.00		Project comp	1.00	0.00	1.00	No	Select one
<input type="checkbox"/>	Number of SMEs provided assistance through microcredit	<input type="checkbox"/> Select reason	Number of entities that implemented recommended changes	0.00		500.00		Project comp	337.00	0.00	337.00	No	Select one

Outcome (i)												<input type="checkbox"/> Add Outcome Row	
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Targets (i)			Results (i)			Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
						Cumulative			Changes during prior periods	Change during this Period	Cumulative		
	program-												
<input type="checkbox"/>	Increased options for sustainable livelihoods - mariculture, horticulture and tourism enterprises.	<input type="checkbox"/> Select reason	Number of new financial products launched	0.00		3.00		Project comp	2.00	1.00	3.00	No	Select one

Impacts (i)												<input type="checkbox"/> Add Impacts Row	
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Targets (i)			Results (i)			Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
				Original A	Revised B	Original	Revised	Expect to achieve by	C	D	E=(A,B)+C+D		
<input type="checkbox"/>	Joint Venture, Concession Agreement, Collaborative Management Agreement endorsed	<input checked="" type="checkbox"/> Dropped	visible application of commercial management operations to harness tourism revenue	0.00		0.00		Project comp	1.00	0.00	1.00	Select one	Select one
<input type="checkbox"/>	Improved Conservation Management	<input checked="" type="checkbox"/> Other	zoning plan in place and enforced resulting to reduced instances of illegal fishing	0.00		0.00		Project comp	1.00	0.00	1.00	Select one	Select one
<input type="checkbox"/>	Tourism Management and sustainable	<input checked="" type="checkbox"/> Dropped	Tourism services providers agree on priority needs and barriers to tourism development reduced	0.00		0.00		Project comp	0.00	0.00	0.00	Select one	Select one

Impacts (i) <input type="checkbox"/> Add Impacts Row													
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Targets (i)			Results (i)			Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
						Cumulative			Changes during prior periods	Change during this Period	Cumulative		
	financing												
<input type="checkbox"/>	Collaborative management of Komodo National Park	<input checked="" type="checkbox"/> Other	Hectares of land managed sustainably	0.00		173,000.00		<1 yr post co	173,000.00	0.00	173,000.00	Select one	Select one
<input type="checkbox"/>	Sustainable livelihoods promoted: Access to jobs or finance	<input checked="" type="checkbox"/> Other	Number of people positively affected (direct)	0.00		3,000.00		Project comp	1,500.00	0.00	1,500.00	Select one	Select one
<input type="checkbox"/>	Sustainable livelihoods promoted: allied industries	<input checked="" type="checkbox"/> Other	Number of people positively affected (indirect)	0.00		8,500.00		Project comp	4,250.00	0.00	4,250.00	Select one	Select one
<input type="checkbox"/>	Conservation Management and Community Development in and around the Park is strengthened	<input type="checkbox"/> Select reason	Hectares of sustainably managed land	0.00		173,000.00		Project comp	173,000.00	0.00	173,000.00	No	Select one
<input type="checkbox"/>	Tourism entry fees collected by PNK	<input type="checkbox"/> Select reason	Sales revenue (US\$)	0.00		6,700,000.00		Project comp	1,532,303.00	0.00	1,532,303.00	No	Select one
<input type="checkbox"/>	Conservation Management and Community Development in and around the Park is strengthened	<input type="checkbox"/> Select reason	Number of jobs supported	0.00		3,070.00		Project comp	1,569.00	0.00	1,569.00	No	Select one

Impacts (i)												<input type="checkbox"/> Add Impacts Row	
Delete Row (i)	Component /Activities (i)	Discontinued (i)	Indicators (i)	Baseline (i)		Targets (i)			Results (i)			Is post project completion monitoring by unit outstanding?	If yes, annually for how many years?
						Cumulative		Changes during prior periods	Change during this Period	Cumulative			
<input type="checkbox"/>	Improvement in visitor experience due to infrastructure improvements	<input checked="" type="checkbox"/> Other	Number of people receiving access to improved services (real/non-financial sectors)	0.00		9,300.00		Project completion	19,057.00	0.00	19,057.00	Select one	Select one
<input type="checkbox"/>	Improvement in visitor experience due to infrastructure improvements	<input type="checkbox"/> Select reason	Number of people receiving access to improved tourism services	0.00		9,300.00		Project completion	19,057.00	0.00	19,057.00	No	Select one

Comments on development results achieved

Entire Project (including additional relevant results (positive and negative) other than those planned)	
Reporting period since last supervision	

Budget Sources (USD):		[Budget information is pre-populated from IBIS. Double-click here to view/create/edit budget data.] Note: The line items for pre-implementation DO NOT expand.							
Stage	Source of Funds	Budget		Secured		Actuals			
		Original	Current	Amt	%	Cumulative till previous period	For this period	Total	% of secured
		A	B	C = B/A	D	E	F = D + E	G = F/B	
Funding									
Preimplementation		0	0	0		0	0	0	
Implementation		5,725,000	5,725,000	0	0	5,301,111	5,760	5,306,871	
IFC									
Partners/Donors									
Pooled Funds									
GEF Implementation : Pooled Trust Fund	TF055531		5,000,000	0	0	4,637,500	0	4,637,500	
GEF PDF B : Pooled Trust Fund	TF024301		350,000	0	0	350,001	0	350,001	
GEF Supervision : Pooled Trust Fund	BF000107		202,320	0	0	236,613	0	236,613	
PDFA : Pooled Trust Fund	TF020392		25,000	0	0	25,000	0	25,000	
SBI/GEF Supervision : Pooled Trust Fund	TF093297		147,680	0	0	51,997	5,760	57,757	
Post Implementation		0	0	0		0	0	0	
IFC									
Partners/Donors									
Pooled Funds									
Revenue									
Preimplementation		0	0	0		0	0	0	
Implementation		0	0	0		0	0	0	
Cash Fees									
Investment Income									
Fees not for Project									
Post Implementation		0	0	0		0	0	0	
Cash Fees									
Investment Income									
Fees not for Project									
Total Funds Managed by IFC (does not include Fees not for Project)		5,725,000	5,725,000	0	0				
Additional Contributions									
Preimplementation		0	0	0		0	0	0	
Implementation		12,050,000	12,050,000	0	0	1,562,557	0	1,562,557	
Client/Beneficiary In-Kind Contribution			450,000	0	0	450,000	0	450,000	
Client/Beneficiary Parallel Support			11,600,000	0	0	1,112,557	0	1,112,557	
Post Implementation		0	0	0		0	0	0	
Total Project Size (Total Funds Managed by IFC + Total Additional Contributions)		17,775,000	17,775,000	0	0				

Comments/Explanation for significant variances:

Budget Uses (USD):										
[Budget information is pre-populated from IBIS. Double-click here to view/create/edit budget data.] Note: The line items for pre-implementation DO NOT expand.										
Uses if Total Funds managed by IFC	For this period				Total Uses				Total Budget	% Spent
	Budget	Actual Expenses	Amt Variance	% Variance	Budget	Actual Expenses	Amt Variance	% Variance		
	A	B	C = A-B	D = C/A	E	F	G = E-F	H = G/E		
Preimplementation	0	0	0		0	0	0		0	
Implementation	13,750	5,760	7,990	58	5,708,820	5,306,870	401,950	7	5,725,000	93
Staff Costs	7,500	5,760	1,740	23	201,294	159,053	42,241	21	211,294	75
Consultants	2,500	0	2,500	100	403,954	426,414	-22,460	-6	410,134	104
Travel Costs	3,750	0	3,750	100	66,838	47,107	19,731	30	66,838	70
Staff Representation & Hospitality	0	0	0		411	411	0	0	411	100
Communications & IT Chargeback	0	0	0		338	400	-62	-18	338	118
Other Expenses	0	0	0		10,985	10,985	0	0	10,985	100
Development Grant (Grants, Donations & Ext Participant Cost)	0	0	0		5,025,000	4,662,500	362,500	7	5,025,000	93
Post Implementation	0	0	0		0	0	0		0	
Total Uses	13,750	5,760	7,990	58	5,708,820	5,306,870	401,950	7	5,725,000	93

** 0 of staff costs comes from RMS

Pricing Goals (i)	
Charging for Products/Services (Yes/No)	Yes
Charging details	One of the partners, TNC, committed \$4.8 million in cash co-financing. In addition, PNK expects to contribute \$6.7 million over the life of the project from park revenue (entrance fees).
Comments <i>Describe the key factors in setting the charging structure. If No selected above, specify reason.</i>	The project will improve the protection of a World Heritage site's terrestrial and marine biodiversity. In addition, it will demonstrate the feasibility of engaging the private sector in financing economically important biodiversity assets.

WBS Status									<input type="checkbox"/> Add WBS Row
Delete Row (i)	Discontinued (i)	WBS element	Name	Closed	Expected/Actual close date	Outstanding commitments	Outstanding Fees	Comments	
<input type="checkbox"/>	<input type="checkbox"/>	IFC-00502468-TF093297-F7	SBI/GEF supervision code	No	Apr. 30, 2011	0.00	0.00		
<input type="checkbox"/>	<input type="checkbox"/>	IFC-00502468-TF055531	GEF Implementation code	No	Apr. 30, 2011	0.00	0.00		
<input type="checkbox"/>	<input type="checkbox"/>	IFC-00502468-BF000107-F7	GEF supervision code	No	Apr. 30, 2011	0.00	0.00		

Timeline:

Delete Row (i)	Key Activities for Reporting Period	Activity Status	Timeline	<input type="checkbox"/> Add Timeline Row



Delete Row (i)	Key Activities for Reporting Period	Activity Status	Timeline <input type="checkbox"/> Add Timeline Row
<input type="checkbox"/>	Management review by IFC and development of reports including the recommendations	Completed	On Time

Explanation for delays in start and/or completion of key activities and resulting impact on overall project timeframe.

Consultants: [This information should be entered manually]

Delete Row (i)	Consultant Name/Firm	Expertise/Comments <input type="checkbox"/> Add Consultant Row
		[In line with IFC Legal requirements, consultant performance information should NOT be provided]

Project Team: [This information should be automatically populated from iDESK]

Core Team Members	Primary	Proxies
Transaction Leader	Juan Jose Dada	Thanh Thuy T. Nguyen, Diana Mirzakarimova, Nazira Abdukhalilova, Oleh P. Khalayim, Maria Soledad Requejo, Rahajeng Pratiwi, Maria del Rosario Rojas
Monitoring and Evaluations Officer	Soren Heitmann	Thanh Thuy T. Nguyen, Shir Ashar Naveh, Oleh P. Khalayim
Finance Officer	Nazira Abdukhalilova	Diana Mirzakarimova, CES Finance and Budget Team, CPAFR
Team Assistant	Evelyn M. Dimaandal	Vinitha R. Jayalal
Other Team Members	Cecilia Lim, Richard A. Caines, Adam Sack, Stacy A. Swann, Cerstin Sander, OEG Monitoring	
Management Team	Primary	Proxies
Unit Line Manager	Catherine Cruveillier Cassagne	Ramon Luar Cabo, Chris Richards, Maria Soledad Requejo, Juan Jose Dada
Business Line Specialist 1	Catherine Cruveillier Cassagne	Maria Soledad Requejo, Juan Jose Dada
Business Line Specialist 2		
Business Line Specialist 3		
Business Line Specialist 4		
Business Line Specialist 5		
Unit Manager	Monika M. Weber-Fahr	Thanh Thuy T. Nguyen, Fayana A. Willie, Tania Lozansky, Quynh Trang Phuong Nguyen, Stacy A. Swann, Oleh P. Khalayim

Additional Comment(s):

Review and Approval Status: [This information should be automatically populated from iDESK]

TL Initiate Completion - Initiate Completion by Juan Jose Dada at 04/04/2011 01:52:49 PM
 Comment : This PCR has been prepared by Juan Jose Dada and Catherine Cassagne from CSB (owning dept for this GEF project).

Most recently, this project was supervised by Rahajeng (Titiek) Pratiwi from CEA-Indonesia AS Team under Matt Gamser and then Cerstin Sander.

Offline comments from Trang Nguyen and Baljit Wadhwa (CSB) as well as from Alexis Diamon (CEA) were very useful and have been addressed.

Unit Line Manager Clear - Cleared to Unit Manager by Catherine Cassagne at 04/06/2011 04:48:01 PM

Comment : This final version incorporates the results of the IFC visit to the Indonesian Government in February. Although we know that the activities have been completed satisfactorily, PNK still needs to send to IFC its final project report as per the Grant Agreement and the audited financial statements as of Dec 31 2010. The TL must make sure these are sent to us. The final independent evaluation also still needs to be finalized as an immediate (and only) post-completion activity.

Business Line Specialist 1 Clear - Cleared to Unit Manager by Catherine Cassagne at 04/06/2011 04:48:42 PM

Comment : Cleared.

M&E Officer Review - Automatically Released after 7 days by Soren Heitmann at 04/11/2011 02:10:59 PM

Comment :

Finance Officer Review - Automatically Released after 7 days by Nazira Abdukhalilova at 04/11/2011 02:10:59 PM

Comment :

Unit Manager Approve - Approved by Trang Nguyen at 05/04/2011 11:30:12 AM

Comment : This project was discussed in a PCR meeting and comments have been incorporated. Noted that a final evaluation will need to be carried out, and will look to TL to ensure that this happens.