

**Implementation Completion Report  
GEF – MSP**

**INDONESIA**

**Indonesia Forests and Media Project  
(INFORM)**

**(TF-051113)**

**I. Basic Data:**

|   |  |
|---|--|
| <b>(1) <u>Date of Completion Report</u></b>     | February 9, 2005   |
| <b>(2) <u>Project Title:</u></b>                | Indonesia Forest and Media Project (INFORM)                              |
| <b>(3) <u>GEF Allocation:</u></b>               | \$ 940,000   |
| <b>(4) <u>Grant Recipient:</u></b>              | Conservation International Indonesia, on behalf of the INFORM Consortium |
| <b>(5) <u>World Bank Manager/Task Team:</u></b> | Tony Whitten, Ilham Abla, Novira K. Asra                                 |

**(6) Goals and Objectives**

The goal of the project was to improve forest protection by creating an upwelling of interest and concern among the general public and key decision-makers concerning the critical, potentially terminal, loss of forest biodiversity in Sumatra and Kalimantan.

The immediate objectives of the project were to:

- a) Increase media coverage of critical forest loss issues in Indonesia by enhancing the role of journalists as responsible information and communication agents, including as a conduit for public information dissemination and feedback related to forest loss.
- b) Contribute to public debate on emerging forest loss issues in order to influence and monitor policy development.
- c) Increase public awareness of the forest loss issue in Indonesia and its social and environmental consequences.

To achieve these objectives, INFORM would focus on the promotion of forest conservation and improved forest management as a means to stop deforestation and environmental disasters. The campaign would educate policymakers at all levels, and other key target audience such as law enforcers, community

leaders and religious leaders on the need for protecting the forest and promoting good forest management. The campaign would promoted civil society's active role in encouraging government to take action to address forest issues. The approaches would include:

- Utilizing mixed media (print media, radio, and television) to disseminate information to all levels of public on the magnitude of forest crisis, the impact of deforestation to human life, and appeal to the public to actively participate in halting deforestation.
- Targeted awareness activities aimed at decision makers at local, provincial and national levels, and civil society to promote and encourage them to take actions that will protect the forest.
- Targeted awareness activities aimed at journalists to expand their understanding and encourage them to publish and disseminate information on Indonesia forestry issues.
- Taking advantage of the political situation during which parliament and presidential elections were held coincide with the forest campaign.
- Providing a means to measure the impacts and public responses throughout the campaign
- Utilizing the network of INFORM consortium partners and the strategic alliance with GreenCOM, an national anti-illegal logging campaign

## (7) Financial Information

The original financing plans as outlined in the project brief estimated that the total budget for the 18-month project period would be US\$ 1,232,055. This was comprised of US\$ 940,000 from GEF and US\$ 292,055 in co-financing from INFORM Consortium members. However, the actual expenditures that included project preparation cost of US\$ 13,894 and the cost incurred during of6 months project extension was US\$ 1,372,331. This consisted of US\$ 939,875 from GEF and US\$ 432,456 in co-financing.

The breakdowns of the original budget plan and actual expenditures according to budget components can be found in **Table 1** below.

**Table: 1**

| Description  | Original Allocation |                |                | Actual         |                |                | Remarks |
|--|---------------------|----------------|----------------|----------------|----------------|----------------|---------|
|  | GEF                 | Others         | Total          | GEF            | Others         | Total          |         |
| <b>Goods:</b>  | <b>15,500</b>       | <b>10,000</b>  | <b>25,500</b>  | <b>10,682</b>  | <b>15,538</b>  | <b>26,220</b>  | CI      |
| <b>Personnel:*</b>   | <b>100,750</b>      | <b>145,055</b> | <b>255,805</b> | <b>108,767</b> | <b>170,122</b> | <b>278,889</b> | CI      |
| <b>Consultant Service:</b>   |                     |                |                |                |                |                |         |
| CS01 Campaign Identity Design  | 1,500               | -              | 1,500          | 1,622          | -              | 1,622          |         |
| CS02 Campaign Website  | 1,850               | -              | 1,850          | 2,792          | -              | 2,792          |         |
| CS03 Journalist Training   | 24,900              | -              | 24,900         | 36,116         | -              | 36,116         |         |
| CS04 Video News-releases   | 30,000              | -              | 30,000         | 29,826         | -              | 29,826         |         |
| CS05 Television Conservation PSAs  | 240,000             | -              | 240,000        | 215,027        | -              | 215,027        |         |
| CS06 TV and Documentary Events   | 50,000              | -              | 50,000         | 59,034         | -              | 59,034         |         |
| CS07 Printed Material Development  | 31,000              | 5,000          | 36,000         | 30,920         | 22,500         | 53,420         | TNC     |
| CS08 Mobile Displays   | 7,500               | -              | 7,500          | 7,500          | -              | 7,500          |         |
| CS09 Promotional Kits  | 10,000              | -              | 10,000         | 10,201         | -              | 10,201         |         |
| CS10 Religion and Conservation Materials                                       | 5,000               | -              | 5,000          | 5,005          | -              | 5,005          |         |
| CS11 Building Policy Maker and Journalist Awareness-Northern Sumatra           | 20,688              | 20,000         | 40,688         | 20,668         | 1,783          | 22,451         | FFI     |
| CS12 Workshop and Public Consultation for Development of State of Jambi Forest | 21,688              | -              | 21,688         | 13,244         | -              | 13,244         |         |

|      |   |                |                |                  |                |                |                  |          |
|------|---|----------------|----------------|------------------|----------------|----------------|------------------|----------|
| CS13 | Building Policy Maker and Journalist Awareness-Southern Sumatra   | 20,688         | 12,000         | 32,688           | 20,688         | 12,035 -       | 32,723           | WWF      |
| CS14 | Building Policy Maker and Journalist Awareness-Central Kalimantan | 20,688         | 12,000         | 32,688           | 20,688         | 12,024 -       | 32,712           | WWF      |
| CS15 | Building Policy Maker and Journalist Awareness-Eastern Kalimantan | 20,688         | -              | 20,688           | 20,640         | 26,600         | 47,240           | TNC      |
| CS16 | Conservation Radio Programs                                       | 75,000         | -              | 75,000           | 75,214         | -              | 75,214           |          |
| CS17 | Radio Conservation PSAs   | 9,000          | -              | 9,000            | 11,973         | -              | 11,973           |          |
| CS18 | Campaign Monitoring and Evaluation                                | 80,000         | -              | 80,000           | 90,259         | -              | 90,259           |          |
| CS19 | Campaign Response Unit  | 34,850         | 17,000         | 51,850           | 34,844         | 23,922         | 58,766           | Birdlife |
| CS20 | Journalist Fellowship   | -              | -              | -                | 2,686          | -              | 2,686            |          |
|      | <b>Sub Total:</b>   | <b>705,038</b> | <b>66,000</b>  | <b>771,038</b>   | <b>708,947</b> | <b>98,864</b>  | <b>807,811</b>   |          |
|      | <b>Operating Expenses**</b>                                       | <b>118,713</b> | <b>61,000</b>  | <b>179,713</b>   | <b>111,479</b> | <b>147,932</b> | <b>259,411</b>   | CI       |
|      | <b>Grand Total:</b>   | <b>940,000</b> | <b>292,055</b> | <b>1,232,055</b> | <b>939,875</b> | <b>432,456</b> | <b>1,372,331</b> |          |

Note:

\* Include cost of project preparation of \$13,894 that consist of staff time

\*\* Comprise of cost for communication, travel, meeting/seminars/discussions/workshops, launching, supplies, press conference, press kit, additional promotional materials, and audit

## II. Project Impact Analysis

### 1. Project Impacts

Project implementation achievements are presented in Table 2 below.

Table 2 Project Achievements and Impacts

| Project Outcomes   | Progress and Achievement towards Outcome  | Indicators   | Progress in achieving the Indicators  |
|--|---|--|---|
| <p>Targeted and accurate information on forest loss and its consequences widely disseminated through various channels to change knowledge, attitudes and behavior.</p> | <p>Media programs were created and undertaken to disseminate information, to continuously discuss the challenges and potential solutions to the problems, and to appeal to public to actively participate in decelerating deforestation. Media programs implemented include:</p> <ul style="list-style-type: none"> <li>• Television public service announcements that provided short and clear information on the impact of deforestation and ways to become actively involve in stopping it appeared on major national television networks.</li> <li>• Live television talk shows, documentaries and news in major national and local television networks.</li> <li>• Regular radio mini-features aired throughout the country.</li> <li>• Radio talk shows aired nation-wide.</li> <li>• Radio public service announcements aired nation-wide.</li> <li>• Fellowships for print journalists to carry out in-depth reporting on deforestation cases direct from the field.</li> <li>• Media award to encourage both print media editors and journalists to continue coverage of forest issues and appreciation of those who have consistently published pieces highlighting the issue.</li> </ul> | <p>Increase in media space/time devoted to issues related to forest/ biodiversity loss in addition to that generated by the project.</p> | <ul style="list-style-type: none"> <li>• 220 spots of two 30-second public service announcement appeared on five TV stations (SCTV, Indosiar, TPI, TVRI and TransTV)<sup>1</sup> from mid-January until the end of March 2004, prior to parliamentary and the first round of presidential elections.</li> <li>• Three 3-minute video news releases aired on national (Metro TV, TVRI, TransTV, RCTI, TPI)<sup>1</sup> and local TV stations with no airtime cost added. These were originally planned for distribution to press only, but also were copied and widely used for public discussion outside the project.</li> <li>• Three interactive talk shows on two TV stations (Metro TV and TVRI). The topics of the shows were designed to correspond with current national political and economic circumstances. During the shows, viewers called in to participate in the on-air discussion.</li> <li>• Forty-eight 7-minute features were broadcasted by 152 radio stations<sup>2</sup> throughout the country. Issues featured were mostly forest conservation in the regions. Features were complimented with a kit so that radio stations could expand the program based on the features resulting in much longer airtime. The transcript of each feature was accessible through website <a href="http://www.internews.or.id">www.internews.or.id</a>.</li> <li>• Two 1-hour talk shows broadcasted in 152 radio stations. The shows specifically were</li> </ul> |

<sup>1</sup> Number of viewer are estimated as follows: SCTV more than 150 millions, Indosiar 158 millions, TPI 140 millions, and RCTI 200 millions (Source: marketing department of television stations and its website, 2004)

<sup>2</sup> Estimated listeners were 50 millions (Source: Internews, 2004)

| Project Outcomes | Progress and Achievement towards Outcome   | Indicators | Progress in achieving the Indicators   |
|------------------|--|------------|--|
|                  | <ul style="list-style-type: none"> <li>• Provided training for journalists, especially in the regions, to improve their capacity for and understanding of forest related issues for effective coverage.</li> <li>• Field visits for mostly print journalists to provide comprehensive understanding about the complexity of deforestation and efforts to stop it.</li> <li>• Regular contacts with media through press conferences, weekly calls, and discussions on current forest issues.</li> <li>• Provided online and updated information for public and media (website, mailing list).</li> <li>• A strategic alliance with GreenCOM, a campaign against illegal logging, was made to expand the reach of the national media campaign and to concentrate on illegal logging, one rampant issue in the forest management. INFORM's identity appeared in almost all national advertisements.</li> </ul> <p>Special events were organized to disseminate information and increase media coverage. The events included:</p> <ul style="list-style-type: none"> <li>• A bicycle tour in North Sumatra</li> <li>• A road show in West Java during fasting month to advocate forest conservation to local community, public and Islamic schools</li> <li>• Participation in various exhibitions.</li> </ul> |            | <p>produced to call political parties' attention to forest issues prior to the parliamentary elections in April 2004.</p> <ul style="list-style-type: none"> <li>• Seven 30-minute live talk shows broadcast to 80 radio stations nationwide on the impact of forest on people's daily life<sup>3</sup>. Listeners called in to participate in the on-air discussion.</li> <li>• Eight spots of one-minute PSAs on 80 radio stations.<sup>4</sup></li> <li>• One group of journalists and one journalist received journalists' fellowships resulting in the publication of 14 news pieces and features in <i>Republika</i>, <i>Antara News Agency</i>, <i>Detikcom</i>, and <i>Bisnis Indonesia</i>.<sup>4</sup></li> <li>• Media awards (INFORM Awards) were given to three media groups for their consistency in covering forest issues in their media (<i>Kompas</i>, <i>Sinar Harapan</i>, <i>Media Indonesia</i>)<sup>5</sup>, and to three journalists for the quality of their reports. More than 4,100 print articles in the last year were reviewed. This activity was implemented in collaboration with GreenCOM.</li> <li>• Seventy-seven journalists in five areas were trained. More than 10 articles were produced and print after the training. These journalists participated in the environmental journalist network</li> </ul> |

<sup>3</sup> Estimated listeners were 6 millions (Source: Radio 68H Network, 2004)

<sup>4</sup> Estimated circulations were as follows: *Republika* 125,000, *Antara News Agency* 3,000 subscribers include major newspapers, *Detikcom* (web based news) 6 million viewers, *Bisnis Indonesia* 86,000

<sup>5</sup> Estimated circulations were as follows: *Kompas* 550,000 (readership: 2,189,000), *Sinar Harapan* 30,000, *Media Indonesia* 50,000

<sup>6</sup> Estimated circulation was 120,000

<sup>7</sup> Estimated circulation were as follows: *Kompas* 550,000 (readership: 2,189,000), *Suara Pembaruan* 285,000, *Koran Tempo* 100,000 (readership: 253,000)

| Project Outcomes   | Progress and Achievement towards Outcome   | Indicators   | Progress in achieving the Indicators  |
|--|--|--|---|
|  |  |  | <p>(wartawanlingkungan@yahogroups.com) which provides a way for participants to contact each other and the trainers</p> <ul style="list-style-type: none"> <li>• Approximately 77 local and national journalists participated in field visits in Sumatra, Kalimantan, and Java</li> <li>• More than 200 news and features published in local and national print media, television, and radio.</li> <li>• A two-page insert was published in <i>Tempo</i> magazine<sup>6</sup>. In addition, collaboration with media and journalists created additional free coverage of <i>Tempo's</i> insert.</li> <li>• Campaign taglines were used by media, government officials, NGOs, religious leaders, and others who were not directly involve in the campaigns.</li> </ul> <p>The strategic alliance with GreenCOM created four additional series of 30-second public service announcements in the media from February to July 2004. The ads appeared:</p> <ul style="list-style-type: none"> <li>• 597 times on televisions (RCTI, SCTV, TransTV, Metro TV, TVRI). See footnote 1 for estimated viewers</li> <li>• 83 times in print (<i>Kompas, Suara Pembaruan, Koran Tempo</i>)<sup>7</sup></li> <li>• 1,645 times in radio stations in Jakarta and nationwide.</li> </ul> |
| <p>General public and others able to seek further accurate and relevant information on conservation-related forest issues.</p> | <ul style="list-style-type: none"> <li>• A Response Unit was developed as a means for the public to seek information and voice their concerns regarding forest conservation actions. Through the unit, we were able to evaluate public responses and interest in deforestation issues.</li> <li>• The Response Unit offered a toll-free telephone</li> </ul> | <p>Project Response Unit receives large numbers of requests for more information on the issues and on how to become engaged in</p> | <ul style="list-style-type: none"> <li>• The Response Unit was developed utilizing services provided by the Birdlife Indonesia.</li> <li>• The Response Unit received total of 519 calls. Of these, 134 callers requested information, campaign materials or funds either through direct communication with operator or</li> </ul>  |

| Project Outcomes  | Progress and Achievement towards Outcome  | Indicators  | Progress in achieving the Indicators   |
|---|---|---|--|
|   | <p>number (0-800-1-INFORM (463676)), accessible 24-hours-a-day from all places in the country.. The unit was equipped with an automatic telephone system that allowed callers to listen to automatic selections of information regarding the campaign. The Response Unit prepared with standard answers, and a database of issues, forest information and resource person.</p> <ul style="list-style-type: none"> <li>All campaign products including radio, television programs, and print materials included the Response Unit telephone number and website address for public who were interesting in seeking further information</li> </ul> | <p>conservation issues.</p>   | <p>telephone machine (left the message). The rest of the callers listened to the standard information about the campaign and general forest information (e.g., rate of deforestation).</p> <ul style="list-style-type: none"> <li>We were able to track approximately 50% of the callers' locations. The majority of the callers were from Jakarta and West Java. Some calls also came from Riau, West, Central, and East Kalimantan, Banten, Jakarta, West, Central and East Java. The remaining half did not have caller ID, which made it impossible to determine the location from which they were calling.</li> <li>The INFORM website (<a href="http://www.inform.or.id">www.inform.or.id</a>) received more than 400,000 hits since the beginning of its operation in March 2003. Supported by GreenCOM, the INFORM website dedicated a number of pages to illegal logging issues.</li> <li>INFORM created a public mailing list (<a href="mailto:id-inform@yahoogroups.com">id-inform@yahoogroups.com</a>) to provide a venue to discuss forestry issues. At the end of the project, there were 300 individuals on the list and the communications among members still continue after the project end date.</li> </ul> |
| <p>New awareness translates into action directed at politicians to take steps to improve conservation and to address illegal exploitation of forest and forest resources.</p> | <p>The project has organized and implemented activities to provide latest information, perspectives on forest sustainable management, and persuade politicians and other key target audience to address the issues. The activities were:</p> <ul style="list-style-type: none"> <li>Meetings/seminar and discussions were held with community leaders, local government, member of DPRD, national government, NGOs, academicians, military, police, court, journalists, media editor, Islamic leaders, head of parliament (MPR), political parties, and presidential</li> </ul>   | <p>Increased action for biodiversity/ forests in political assemblies, and increase in successful prosecutions for large-scale illegal exploitation of forest and forest resources.</p> | <ul style="list-style-type: none"> <li>More than 720 people from government, legislature, law enforcement personnel, community leaders, academicians, industry leaders, non-government organizations participated in discussions in Sumatra and Kalimantan (activities organized by Consortium members in their respective areas).</li> <li>Representatives of political parties (PAN, PKS, PPP, Golkar, PDIP, PD) participated and became resource people in three discussions</li> </ul>   |

| Project Outcomes | Progress and Achievement towards Outcome   | Indicators | Progress in achieving the Indicators  |
|------------------|--|------------|---|
|                  | <p>campaign teams. Meetings and discussions were held in Sumatra (Banda Aceh, Medan, Jambi, Bandar Lampung), Java (Jakarta), and Kalimantan (Tanjung Redep, Kutai Timur, Samarinda, Pulau Pisau, Katingan, and Palangkaraya).</p> <ul style="list-style-type: none"> <li>• Field visits for community leaders, and key local governments were conducted.</li> <li>• Activities such as discussions with presidential candidates were organized with partners.</li> </ul> |            | <p>organized prior to the parliamentary election.</p> <ul style="list-style-type: none"> <li>• Political personnel (Amien Rais, Sollahudin Wahid, members of all five presidential campaign team '<i>tim sukses</i>') participated in and became resource people in three discussions organized in partnership with GreenCOM and SKEPHI, prior to the first round of presidential elections. The discussions focused on the candidates' visions and missions pertaining to forest management and their plan to stop deforestation and illegal logging if they were elected.</li> <li>• The Chairman and Vice Chairman of the Indonesian Parliament (MPR) were informed about deforestation and illegal utilization of natural resources.</li> <li>• During the campaign launch in March 2003, the Chairman of the Parliament committed publicly to put serious efforts toward stopping deforestation and illegal logging.</li> <li>• A petition from community leaders and letter of commitment from local government to support the establishment of new conservation area in Nanggroe Aceh Darussalam (NAD) was developed and submitted to the national government (Department of Forestry). Moreover, a task force was formed to prepare the establishment of this new conservation area.</li> <li>• Raised forest and illegal logging issues during first and second rounds of presidential debates. Forest and illegal logging issues were specifically mentioned as priority issues by one of the candidates during the second round.</li> <li>• Contributed to the establishment of Sebangau Protected Areas including capacity development for local government in the area.</li> </ul> |

| Project Outcomes   | Progress and Achievement towards Outcome   | Indicators   | Progress in achieving the Indicators  |
|--|--|--|---|
|  |  |  | <p>Eighteen local government staffs were trained on legal drafting (continuing effort of WWF Indonesia).</p> <ul style="list-style-type: none"> <li>• Contributed to the development of Jambi State of the Forest document (ongoing effort of Warsi, local Jambi organization).</li> <li>• More than 140 government staff, law enforcement personnel and legislative members were informed about and participated in discussions on forest issues (organized by Consortium members in their respective areas).</li> <li>• 30 key Islamic leaders with wide networks of Islamic schools participated in a discussion about Islamic law on environment.</li> <li>• Statement from Islamic leaders to urge the government and public to act upon the deforestation issue was published in <i>Republika</i>, <i>Radar Bogor</i>, <i>Media Indonesia</i> and <i>Sinar Harapan</i> newspaper.</li> <li>• 184 key government staff and community leaders participated in the field visits to various locations to learn about forest issues directly in the field and to share experience in managing forest resources (organized by Consortium members in their respective areas).</li> </ul> |
| <p>Monitoring procedures and surveys at the beginning, middle and end of the project track changes in knowledge, attitude and behavior related to deforestation.</p> | <p>Campaign Monitoring and Evaluation was conducted to assess the INFORM campaign impact. These activities included:</p> <ul style="list-style-type: none"> <li>• Pre-campaign survey to set the baseline for knowledge, attitudes and behaviors of target audiences prior to campaign implementation.</li> <li>• Post-campaign knowledge, attitudes and behavior survey and analysis to assess the impact of the campaign.</li> </ul> | <p>Objective confirmation through surveys that knowledge, attitudes and behavior have changed to the benefit of forests/ biodiversity.</p> | <ul style="list-style-type: none"> <li>• A pre-campaign survey was conducted in April 2003 prior to the media campaign. The results of the survey were used as baseline information and considered during design of the campaign products. The survey included 925 samples in 15 districts in North Sumatra, Jambi, Central Kalimantan, and Jabotabek.</li> <li>• A post-campaign survey was conducted in June 2004 after the media campaign and most campaign activities were completed.</li> </ul>  |

| Project Outcomes | Progress and Achievement towards Outcome  | Indicators | Progress in achieving the Indicators   |
|------------------|---|------------|--|
|                  | <ul style="list-style-type: none"> <li>• Pre-test prior to the distribution of public service announcements to ensure that the message in the announcement was well understood.</li> <li>• Monitoring news and features on television stations and print media during the first round of presidential elections to monitor the trend of forest issues as a campaign issue.</li> </ul> |            | <p>Methodology, samples, and locations were similar to the pre-campaign survey. The impact was measured by comparing the results of pre- and post-campaign survey (see Section 5 for detailed results of the campaign).</p> <ul style="list-style-type: none"> <li>• Focus group discussions were organized in two areas in Jabotabek prior to the distribution of the public service announcement. The discussion was to verify the feedback from the public on the announcement and to ensure that they could understand the message without difficulty.</li> <li>• From June 1- July 1 2004, news and features on seven television stations (RCTI, SCTV, TVRI, TPI, AnTV, LATIVI, Metro TV) and five print media (<i>Kompas, Suara Pembaruan, Rakyat Merdeka, Republika, and Media Indonesia</i>) were monitored to determine the inclination of presidential candidates to include forest issues on television news and features.</li> </ul> |

| Project Outcomes  | Progress and Achievement towards Outcome | Indicators | Progress in achieving the Indicators |
|---|--|------------|--------------------------------------|
| <p>In conclusion, the project successfully implemented all of the activities specified in the contract/grant. For some activities, the achievements were well beyond determined indicators. While the outcome did not substantially change the practice of the target audience, it nevertheless significantly attracted the audience and had a positive impact on public attitude. On a number of indicators, measuring the reach and influence of the campaigns, the INFORM campaign exceeded targets considered 'good' for commercial ad campaigns; the post-campaign survey shows that the campaign identity is recognized by 30% of respondents. The survey records positive change in willingness and/or participation to take action to prevent further forest destruction. The survey conducted by our partner (GreenCOM) further showed that there is a positive correlation between the "call to action" message of the INFORM (and GreenCOM) campaign, with the respondents considering forest and illegal logging as an important issue when choosing leaders (political party and presidential candidate).</p> <p>The campaign also made progress in supporting the elevation of the issues of forestry and illegal logging onto the national agenda. This is perhaps best reflected in a <u>first</u> for an Indonesian presidential debate/presentation - one main candidate, Susilo Bambang Yudhoyono (who was then elected President) publicly stated his stand against illegal logging and poor forest management. This significant achievement, we believe was a result of the INFORM campaign efforts as well as efforts by other groups to bring these issues to the attention of decision-makers as well as the general public. Our program, including discussions and meetings with the presidential campaign teams (known as '<i>tim sukses</i>') brought the deforestation and illegal logging forward as a main issue in each candidate's platform. This indirectly provided the candidates with information of the critical issue on natural resources management. The issues also were brought to the attention of the candidates when the debate/presentation panelists specifically asked about each candidate's plan to deal with deforestation and illegal logging. The question was prepared and presented by panelists using the network of INFORM-GreenCOM subcontractor who was involved in organizing the debate.</p> |  |            |                                      |

## 2. Project Sustainability

INFORM was designed as a short-term response measure, thus the Consortium did not expect project activities to be sustained beyond the project period. Many activities, such as building awareness of policy makers in the regions and the Response Unit were institutionalized within the regular/ongoing programs of INFORM Consortium members. For example, activities in Central Kalimantan, particularly in Greater Sebangau Water Catchments Area, were part of WWF's endeavors to influence local key decision- and policy- makers to mainstream conservation into the local development framework. INFORM activities in Aceh were part of FFI's ongoing work to gain the support from local government and local leaders to establish an elephant sanctuary. Activities in East Kalimantan supported The Nature Conservancy's continuing emphasis on developing collaborative effort for sustainable forest management. Activities in North Sumatra and Central Kalimantan supported CI Indonesia's effort to establish new protected in North Sumatra and dealt with illegal logging issue in Tanjung Puting National Park, Central Kalimantan. Similarly, the Response Unit was a regular service provided by BirdLife Indonesia. Thus, INFORM regional activities strengthened Consortium member's ongoing work by creating or supporting local campaigns, providing venues to move forward, and brought the issues to the attention of national and local media.

While the positive collaboration among INFORM Consortium members was dependent on the resources and some took place prior to the campaign project, many activities will be maintained in the future to address various conservation issues. Strategically, however, project activities were designed to provide sustainability for both Consortium members and other stakeholders, including:

*Capacity building:* The INFORM project provided trainings for local journalists to improve their understanding and skills in reporting on forest and biodiversity issues, skills that our initial assessment showed were lacking among local journalists. Consortium members also were trained to create simple documentary films to that will assist them in implementing the campaign in their respective areas. Through regional activities, training on drafting of legislation for local government staff was also provided.

*Induce changes:* The project has set the stage for improvement of forest management and biodiversity conservation especially at the regional level, through:

- Contributing to the process of establishing protected areas, such as elephant habitats in Aceh Barat and Pidie, Greater Sebangau Water Catchments Area in Central Kalimantan, and Batang Gadis National park in North Sumatra (all were ongoing works of Consortium members).
- Contributing to the process of mainstreaming forest and conservation issues in the local and regional development framework in Jambi (ongoing work of Warsi, local NGO in Jambi).
- Contributing to inserting forest and biodiversity issues into platforms of political parties and attracting the attention of a presidential candidate who listed forest issues as a priority in the context of law enforcement and economy.
- Attracting a non-conventional target audience, Islamic leaders, to teach conservation in their network of Islamic schools.

The sustainability of project impacts has been supported by our network of partners and leveraged from other sources:

- The Conservation Training and Resource Center (CTRC) reproduced INFORM products (guidelines for law enforcement) for training law enforcement personnel about conservation and policymaking.
- Legislative Reform and Public Participation Project – the Governance Unit of the United Nation Development Programme (UNDP) reproduced INFORM products (conservation concept for policy making) for distribution to local governments and local legislative bodies (6,000 copies).
- InDocs, an organization of filmmakers that specializes in documentary films, copied INFORM video news releases and documentary films for distribution to Indonesian universities.
- NGO partners and networks copied, distributed and played the video news releases and documentary films in various events nation wide and utilized them as advocacy tools.

### 3. **Replicability**

Since its beginning, the project has aimed to maximize replication of the campaign approaches, activities and results. This replication ensured programmatic linkages with field programs of INFORM Consortium members and other organizations that shared similar goals. The replicable approaches, activities, and results during the implementation of the project are:

- *Project implementation by a group of NGOs (Consortium) that have similar interests.* The implementation of the project by a Consortium allowed the work of each member to be complementary to the others and the profile of each group's site based activities. This allowed the project to reach wider audiences and geographic locations. The group's activities in the regions provided the project with current field cases and information, which were incorporated into its activities and products.
- *Strategic planning process prior to campaign activities.* The strategic planning process brought together forest and communication experts to identify issues raised, and to design and create effective campaign tools for specific target audiences. This process not only shaped and framed the campaign but also developed a sense of belonging and teamwork among those involved.
- *A campaign design based on information need.* Data collected during baseline and post-campaign surveys provided Consortium members and other organizations in their respective areas with sound and scientific information on current knowledge, attitudes and behavior of communities as related to forest conservation. These data were used to carry on campaign activities in the specific areas and identified attitude and behavior to be targeted in the campaign.
- *Using broad networks to disseminate information.* The project's success was enhanced by utilizing a broad network with local organizations and non-conservation organizations/groups (such as women's groups, religious groups or media) to disseminate information as well as to facilitate programmatic linkages.
- *Multi level campaign that integrated national and regional campaigns.* The complementary nature of working both at a national and a regional scale allowed the national campaign to contribute to a favorable environment for the regional campaigns. Similarly, the regional campaigns provided issues that could be elevated at the national level. The national campaign

shared styles/templates, products, and a core message that was elaborated further at the local/regional level and for different segments of target audiences.

- *Using a mixed media approach.* For a campaign to be effective, it is recommended that a number of different media (e.g., television, radio, print) be used to disseminate information to reach wider and different target audiences.
- *Creating a central Response Unit to respond to public inquiry.* The development of a Response Unit as a mean of public to raise their level of concern and to provide information was important to the success of the project. This also provides as way to measure public responses toward campaign project.

#### **4. Stakeholder Involvement**

The INFORM project initially developed through an informal partnership among leading conservation NGOs after consultation with a wide range of players, including local NGOs, concerned officials in government agencies and international donor agencies. The strategic design and plan prior to the implementation of the campaign was developed during project inception workshop, together with stakeholders including forest and conservation experts from NGOs in Jakarta, Sumatra and Kalimantan, and government agencies, communication and education experts from professional advertising agencies and production houses, journalists and media houses.

INFORM capitalized on linkages of Consortium members with local NGO partners in Sumatra, Kalimantan, and other islands for campaign materials and product dissemination, as well as with journalists. Other involved stakeholders included local government agencies, religious organizations, local/traditional community leaders, women's groups, media coalitions, conservation education centers, student associations, and youth environmental groups. Partnership with other organizations at both the national and local levels resulted in a wider distribution of campaign materials and free additional coverage/publication in the media. Likewise, the materials supported local organizations that organized local campaign (e.g., PASE in North Sumatra and Aceh, SKEPHI, Warsi in Jambi, students organizations in various places, etc).

As much as possible, INFORM utilized service providers that had an extensive network for wider coverage and distribution such as Internews, which links with 150 radio stations, Radio 68H with 60 radio stations, and Bima Ad advertising that has a network with local public televisions.

In addition, during the implementation phase, the INFORM Consortium formed a strategic alliance with GreenCOM, a USAID- funded project on illegal logging. This facilitated a high level of recognition and exposure of INFORM's identity and focused on illegal logging issues.

#### **5. Monitoring and Evaluation**

INFORM conducted pre- and post-campaign survey to monitor the campaign impact. The surveys were conducted in four regions including North Sumatra, Jambi, Jakarta and West Java, and Central Kalimantan. Respondents were selected from current and future leaders in the community living in the provincial capital to represent urban residents and rural residents were identified in purposively selected sub-districts. Equal numbers of women and men were included in these surveys, involving more than 900 respondents. The emphasis of the surveys was on knowledge, attitudes and practices (KAP) on forestry issues, with additional information sought during the follow-up survey on the

campaign itself. The post-campaign survey used similar methodology and attempted to interview the same respondent. The pre- and post-campaign survey showed that:

- At least one-third of the selected respondents, spread over urban and rural areas in four provinces, and including lower level leaders and future leaders, recognized the INFORM logo. The number was well above acceptable standards for commercial advertisers of 15%.
- Six of every 10 respondents were familiar with the INFORM campaign products. Knowledge of the INFORM identity was higher in Jambi and North Sumatra, whereas knowledge of the products was more widely found in Jambi and Central Kalimantan.
- The campaign has affected students (both high school and university students) and youth (aged less than 30 years) more than adults. Only 12% of community leaders and 14% of university students knew of three INFORM messages or more, while 24% of high school students knew of three or more of the campaign messages.
- There was an appreciable rise in the percent of respondents (5%) knowledgeable about broad range of forestry issues. Those forestry issues of which respondents already were aware at the time of the baseline survey were also the issues best known at the time of the follow-up survey. However, issues less known during the baseline survey remained the issues less known during the follow-up survey.
- There was no change in attitudes concerning which agencies and/or institutions were most appropriate to manage the forests. Most respondents believed that the state or government, particularly the Ministry of Forestry, is the most appropriate agency responsible for controlling, maintaining and supervising the forests.
- Positive change was recorded between the two surveys with regard to practices or willingness of respondents to take action or participate in actions or activities to prevent further forest destruction. An overwhelming majority of respondents (83%) claimed that they are willing to participate in actions and/or activities to prevent, stop, and overcome forest destruction. The main call to action suggested to the public that they must choose leaders who care for the future of the forest and can take firm action (“*Your vote determines the future of our forest*”). This call to action was simultaneous with the political elections and the launch of INFORM ad campaign. However, there was no measurement taken to monitor whether in reality the public voted for the party and candidates that were more concerned for Indonesia forest. However, an initial survey (by GreenCOM) suggested that forest/natural resources issue also was a determining factor in people’s voting for party and leader.
- Statistically, the results are not sufficient to claim an independent impact of the INFORM campaign on changes in knowledge, attitudes and practices concerning forest management in Indonesia. However, since the changes described above are likely the result of interactive factors, including some variables that may be more qualitative rather than quantitative in nature, we nonetheless believe that the progress made in the 2-year timeframe of the project had a significant and positive impact on raising awareness of the critical and devastating impact of extant forest management practices and their effect on Indonesia’s biodiversity.

*Specific on INFORM public service announcements:* The main indicator to monitor how effective the television PSAs were in reaching the public, showed that INFORM's TV PSAs, according to Bima Ads' *post buy analysis*, achieved relatively high TARPs<sup>8</sup> of 968. As a comparison, The PSA *Sukses Pemilu* – Success Election featuring Susilo Bambang Yudhoyono (also by BimaAd), achieved TARPs

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<sup>8</sup> Cumulative rating points achieved by the placement of the PSAs in various TV program (Source: Bima Ad, 2004).

of 943 – still high but less than INFORM’s TARPs while total appearance of this PSA was 957 times compared to 220 of INFORM. Meanwhile, the Reach (+1)<sup>9</sup> of INFORM’s was similar to *Sukses Pemilu* (91% and 90%, respectively). However, the cost of *Sukses Pemilu* reached six billions rupiah for placement alone (almost 6 times of INFORM’s). Using these indicators, INFORM PSAs were considered to be efficient.

## **6. Special Project Circumstances**

*Campaign during the election.* During part the project period, the Government of Indonesia implemented its legislative national election, and, accordingly, INFORM was designed to anticipate this situation. INFORM took into consideration the fact that national elections would attract public and politicians’ attention more than any other campaign in place during that period. Therefore, the INFORM Consortium believed that it was more strategic to take advantage of the national political situation by linking its forest campaign with the elections. The third message that INFORM intended to deliver was to encourage public participation in forest problems. This was considered concurrently with the election theme – thus, the INFORM creative team developed products that were distributed during the legislative elections as well as during the first round of presidential elections with the main message emphasizing the importance of electing leaders who have concern for the existence and health of the forest. The message was delivered through television public service announcements and other supporting materials. During the national election, INFORM and partners’ also organized special events that allowed us to impart the message to key audiences, including political parties, presidential campaign teams, and with presidential candidates themselves. Some politicians and political parties (Amien Rais, Sollahudin Wahid, PAN, PKS, PPP, PDIP, PD, campaign team of presidential candidates: Amien Rais, Megawati, Susilo Bambang Yudhoyono, Hamzah Haz, and Wiranto) paid attention to the effort (both by INFORM and other organizations), although they have not specifically put forest issues on their platforms. Some, however, included forest issues in their more general platform of natural resources. Encouragingly, during the televised presidential presentation, one of the presidential candidates (Susilo Bambang Yudhoyono) mentioned forest and illegal logging as a priority issue under overarching law enforcement and economy issues.

The main obstacle to disseminating information during this period was intense competition for media space from political parties, presidential candidates, and organizations or groups that carried similar messages for different issues.

*Consortium scheme to implement the project.* INFORM was the first campaign project implemented by a Consortium of conservation organizations in Indonesia. This type of campaign organization held a risk of break down, because if poor relations developed among the consortium members, the implementation of the project could have been jeopardized. However, the INFORM Consortium was able to manage the implementation of the project relatively smoothly through completion. The Consortium did encounter a crisis when Forest Watch Indonesia (FWI), one of the members, chose to withdraw toward the end of the project (March 2004), after the Consortium decided to support GreenCOM’s ad campaign. Though the decision to partner with this USAID project was thoroughly discussed among Steering Committee of the Consortium, we could not devise an acceptable solution, and by the end the Consortium disappointedly accepted and respected the decision of FWI to withdraw. The situation was managed relatively well and had no negative impact on the overall campaign. Some necessary adjustments were made concerning implementation of one of the campaign packages that FWI had planned to implement.

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<sup>9</sup> At least one target audience sees the PSA (Source: Bima Ad, 2004)

Regardless, the Consortium or partnership scheme in implementing a conservation program in this manner has in fact spread to other conservation efforts, including for example the Marine Conservation Trust Fund and the evolving Sumatra Conservation Trust Fund,

*Campaign in conflict area.* Through FFI, INFORM held a discussion with local leaders and local government in Nanggroe Aceh Darussalam, in the period when the Government of Indonesia implemented martial law. The discussion was made possible because FFI, the only international conservation NGO in the region, diligently organized the event and assured the authorities of the purpose of the discussion that was in line with the authority's goal – to support and strengthen local governments. The main obstacle was the lengthy bureaucratic procedures that made obtaining the permits extremely time-consuming.

*Attitude toward action.* It was understood that the Indonesian public in general are hesitant to take place in demonstrations or other acts that are perceived to be risky, such as protests or rallies against the government or gathering masses to directly try perpetrators destroying forests. The knowledge was confirmed by the INFORM survey, with willingness to participate in such risky activities declining significantly. Most respondents are willing to participate in preventing or stopping forest destruction through less risky activities, for example join anti-deforestation movement, planting trees, or reporting to authorities. Moreover, although the public was knowledgeable on the state of Indonesian forests, the survey showed that commitments to do something about the situation or to become involved in dealing with the problems was not at the top of people's agendas. Thus, the campaign team considered it necessary to design messages and call to action that suited the attitude and culture of the society toward participation in activities to stop forest destruction. The ultimate action that was considered less risky, did not take much time, could be done on an individual basis, and relate to the national condition at the time was a call to vote for leaders who will take action the health of Indonesia forest.

## **7. Institutional Capacity / Partner Assessment**

***Conservation International-Indonesia (CI-I).*** CI-I served as the executing agency for the project on behalf of the Consortium. A project office was established in the CI-I headquarters project office in Jakarta to coordinate activities and to handle procurement and financial management. During preparation there were various problems related to legal conditions and overheads required by CI's DC-based HQ, but these were resolved so that all project funds were used in Indonesia. Performance of CI-I was good (procurement was rated as 'highly satisfactory' in one reporting period) and the project team was professional, creative and adaptable.

***The World Bank.*** The World Bank fielded three supervision missions to the project (12/02, 08/03, 05/04), mostly to discuss progress and plans, but on one occasion coincided with a workshop in Sukabumi with Islamic leaders. The supervision missions made it possible to meet with all the consortium members as well as the project office, and assistance was given to deal with problems faced, and to process the no-cost extension. The World Bank Country Director requested USAID to extend their companion GreenCOM project, and both projects eventually closed at the same time.

## **III. Summary of Main Lessons Learned**

The lessons learned in implementing this project are:

*Outcome 1: Targeted and accurate information on forest loss and its consequences widely disseminated through various channels to change knowledge, attitude and behavior.*

- Deforestation covers a wide range of issues with different root causes and players. Consequently, the solution often must be considered in light of the distinctiveness of each situation. Each situation varies and requires different call to actions. Thus, the campaign only developed overarching messages. To focus on and/or prioritize a single issue within the larger problem of deforestation could strengthen the message and facilitate a more straightforward call to action.
- The integration of all forms of media including television, radio, print, discussion, and public events were demonstrated to be effective in reaching wider target audiences. Each medium appealed to a different target audience and covered in different depth the issues that needed to be raised.
- Provocative, unique and easy-to-remember taglines are critical. Associating references with something that is widely known by Indonesians made the message strong, and easy to correctly understand. Memorable and unique messages often are repeated and quoted by the audiences, such as *Enam lapangan bola per menit* (An area equal to 6 football field is being destroyed every minute), *Jagalah hutan sebelum musnah* (Protect the forest before it disappears), *Suara anda tentukan masa depan hutan* (Your vote determines the future of our forest). These messages (taglines) were enforced by GreenCOM's messages that linked forest issues with public issues (health, education, disaster, and welfare) with the call similar to INFORM's: *Pilih pemimpin yang berani bertindak tegas* (Vote for leaders who willing to take strong actions against illegal logging). The first and second messages were distributed in the first stage on the campaign to provide public with the information and to raise the awareness of public that Indonesia forest was in critical stage. The last was disseminated toward the end of the campaign to encourage public participation.
- The "call to action" of the campaign in association with the 2004 national election by appealing to voters to elect leaders who are concerned about Indonesia's forest was very appropriate and seen as part of public education on the democratic process with regard to natural resources. However, this call to action created a dilemma while none of the political parties nor presidential candidates (especially in the first round of election) had a specific platform on forest but included forest issues in their general natural resource platform, which put the campaign at risk of being seen as partisan.
- Partnership with other organizations at both the national and local levels, and campaign projects proved to be very effective in implementation of project activities in the field, information sharing, campaign coverage and material distribution just as these materials supported local organizations that organized local campaigns targeting similar issues.
- Activities designed to target journalists such as training, field visits, and fellowships, and awards, were substantial enough to bridge the information gap on forest and natural resources, provide a vivid picture of issues and insight stories, and appreciation for their efforts. As a result, more news and features were written and published.
- A strong link with media editors and owners was important to ensure coverage and to increase space availability for forest news. These relationships with media editors and owners must be based on equal and mutual understanding. In addition to disseminating information to journalist/mass media, environmental activists also need to understand the media working systems.
- Selecting consultants who have wide network would support the dissemination of information to wider circle of target audiences and elevate the level impacts.

- Limited availability of appropriate and high quality images for campaign materials could delay materials production.
- The higher the frequency of exposure of a campaign's message(s), the higher the recognition.

*Outcome 2: General public and others able to seek further accurate and relevant information on conservation-related forest issues.*

- The Response Unit provided immediate responses and information as a result of inquiries by public, and can be used as a tool to monitor public attention toward forest issues and campaign. This Unit was the first time this type of feature had ever been provided by a campaign.
- Stronger links with appropriate government agencies or organizations would enable the Response Unit to involve callers in activities at a local level and refer effectively the callers who report on cases such as illegal logging to authorities.
- A more comprehensive database and up-to-date information on Indonesia forests could equip the Response Unit staff to respond to callers even more immediately and accurately.
- If we can maintain relationships with individuals who called the Response Unit, they could be maintained as a core conservation support group that could then be encouraged and directed to local organizations so that they can participate in action-oriented activities in their respective areas.
- To facilitate faster and more coordinated responses to inquiries, the Response Unit and Information Center should be housed together.
- The number of callers to the Response Unit may relate to the frequency of the advertisement. Thus, as people recognized and were familiar with the toll-free number, we saw a higher frequency and higher number of callers. This also may relate to the behavior of the general public regarding complaining and reporting. Indonesians in general do not make calls to complain or report unless they are personally affected. Rather, most either just accept the condition as is or are doubtful that improvement can take place by making a phone call to complain. With such attitudes, it was not surprising that number of callers to the Response Unit was not overwhelmingly high.

*Outcome 3: New awareness translates into action directed at politicians to take steps to improve conservation and to address illegal exploitation of forest and forest resources.*

- Meetings held with other NGOs, government institutions, and communities provided an avenue for greater sharing of activities and areas of potential collaboration. Ultimately, this has raised the profile of INFORM in the regions.
- Strong linkage of campaign issues with local forest problems increased the possibility of campaign recognition at local levels. The recognition and success of the campaign with high impact at the local level also was amplified through strong networks with local government, NGOs, community leaders and other local stakeholders.
- Taking advantage of and relating current social and political conditions with the forest campaign enabled us to draw more attention from the public as well as policy makers and politicians because these were the priority issues to which they were attracted and with which they were concerned.

- Awareness through non-conventional target audiences, such as religious groups or women's groups have a very high potential to be powerful means to raise awareness, however, utilizing these groups may require developing specific approaches and tools to fit the needs of these groups and to maximize their ability to be strong advocates.

*Outcome 4: Monitoring procedures and surveys at the beginning, middle and end of the project track changes in knowledge, attitude and behavior related to deforestation.*

- Baseline surveys should take place very early in the development of the proposal. If the baseline survey had been carried out prior to the inception workshop, the design and design and planning of the campaign would have been enriched and strengthened. The surveys played an important role in the development of the campaigns. Research from both projects (INFORM and GreenCOM) showed that there already was a high level of awareness among the public that Indonesia was losing its forest and that illegal logging was a major problem. However, the public was not knowledgeable on the extent of the problem, how it might affect the quality of their lives, and what they could do about it. Based on these results, the messages of the campaign were developed.
- Message testing prior to the distribution was important in sharpening the product message, ensuring that target audiences received the message content properly.
- Monitoring electronic media required specific methodology and capacity, which in turn needed special efforts and resources. Similarly, monitoring local media required a strong network with numerous local organizations.

### **Other lessons learned**

- The key lessons learned on managing partnership were that significant time and effort were needed prior to the implementation of the project to optimize the partnerships. This allowed mutual understanding, agreement and clear goals, objectives, benefits, mechanisms of project implementation, roles and responsibilities and a well-functioning communication system.
- A nationwide call to action in approximately 1.5 years appears to have been overly ambitious given the size and complexity of the issues addressed and the diversity of the nation itself. To achieve the hoped-for and necessary impact requires more time and a much greater level of effort.
- Constant communication, trust, and commitment among Consortium members created a healthy environment for partnership. Problems that occurred were resolved in an atmosphere of trust and transparency and without significant negative impacts. Meetings of the Consortium members to discuss INFORM at the technical level were frequent and constructive. The meetings were complimented with communications through every available communication system (emails, telephone calls, text messaging, mailing list, etc). The Steering Committee met regularly to discuss issue related to the policy and strategic direction of the campaign, although was not as often and as regular as technical team. The Committee met more frequently when a strategic or critical issue arose, such as the decision on the partnership with the USAID campaign project, GreenCOM.
- The main lesson in partnership management was that time and effort was required to lay the groundwork for the partnership itself before focusing on project implementation. Aspects that kept the partnership (Consortium) cohesive through project lifetime, beyond the sub-contract, also included:

- \* Goals, objectives, and agreements were discussed and established prior to implementation. Thus, the process of partnership was ongoing beginning with the development of the project.
- \* Common agreement on the objectives and benefits of the partnership for each of the partners and the specific contribution required from each of the partners to implement the project.
- \* Mutual understanding and agreement on the decision making process, each partner's role in that process, as well as how the project will be implemented, including clear definition of the responsibilities, authority, tasks and activities each partner will undertake.
- \* Open and inclusive communication systems that share data, ideas, perceptions, plans, and changes among all the partners and prevents as much as possible unsubstantiated assumptions.
- \* Conscious management of the partnership relationships to ensure all partners are informed of and included in the activities of the partnership as agreed.

#### **IV. Future Actions**

The INFORM campaign has developed momentum by increasing knowledge and attitudes for change and action. The Consortium recognizes the need to continue and follow up on INFORM activities to take advantage of these changes and to strongly push actions to prevent forest destruction and to enforce policies, rules, and laws. Therefore, the Consortium will continue necessary actions in order to continue the campaign efforts, such as:

- Developing and writing a brief concept paper for a follow-up campaign based on the post-campaign survey and campaign evaluation.
- Approach other donors to fund the continuation of campaign activities.
- Maintain at least a minimum presence of INFORM including facilities such as the INFORM website and mailing list.

#### **V. Financial Management Status**

Summary of audit reports received and periods that they cover over the course of the project:

| <b>No.</b> | <b>Period Covered</b>   | <b>Completed</b>   |
|------------|---|--|
| 1          | Project Period: 7 October 2002 – 30 June 2003<br>Audit Period: 1 July 2002 – 30 June 2003   | Submitted on January 8, 2003   |
| 2          | Project Period: 1 July 2003 – 30 June 2004<br>Audit Period: 1 July 2003 – 30 June 2004      | Submitted on September 28, 2004  |
| 3          | Project Period: 1 July 2004 – 30 September 2004<br>Audit Period: 1 July 2004 – 30 June 2005 | Audit report is expected to be received by the Bank on September 30, 2005. |

As mentioned in the above table, the audit report covering project period of 1 July 2004 – 30 September 2004 will be completed and submitted to the World Bank in 2005 following CI's audit period.

Received by Task Manager: Tony Whitten (EASEN)

| <b>Approved by Country Director</b> | <b>Date</b> | <b>Signature</b> |
|-------------------------------------|-------------|------------------|
| <b>Andrew Steer</b>                 |             |                  |