



RESTRUCTURING PAPER  
ON A  
PROPOSED PROJECT RESTRUCTURING  
OF  
ECOSYSTEM CONSERVATION AND MANAGEMENT  
APPROVED ON APRIL 25, 2016  
TO  
DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA

ENVIRONMENT, NATURAL RESOURCES & THE BLUE ECONOMY

SOUTH ASIA

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**ABBREVIATIONS AND ACRONYMS**

CAPs	Community Actions Plans
CERC	Contingent Emergency Response Component
CSOs	Civil Society Organizations
DWC	Department of Wildlife Conservation
ERD	External Resources Department
FAO	Food and Agriculture Organization
FD	Forest Department
GRC	Grievance Redress Committee
HECOEX	Human Elephant Coexisting
HIV/AIDS	Human immunodeficiency virus infection and acquired immune deficiency syndrome
HKK	Hurulu-Kaudualla-Kanthale
IA	Implementing Agency
IDA	International Development Association
IP	Implementation Progress
ISR	Implementation Status Report
IUFRO	International Union for Forestry Research Organization
IUFRs	Unaudited Financial Reports
MoEWR	Ministry of Environment and Wildlife Resources
MTR	Midterm Review
NBT	Nature-Based Tourism
NPD	National Planning Department
PA	Protected Area
PAD	Project Appraisal Document
PDO	Project Development Objective
PISU	Project Implementation and Support Unit
PMU	Project Management Unit
SDS	Sustainable Development Secretariat
SFR	Sinharaja Forest Range
TRC	Technical Review Committee
UNDP	United Nations Development Program
UN-REDD	United Nations REDD Programme
WB	The World Bank Group
XDR / SDR	Special drawing rights (abbreviated SDR, ISO 4217 currency code XDR)



**BASIC DATA**

**Product Information**

Project ID P156021	Financing Instrument Investment Project Financing
Original EA Category Partial Assessment (B)	Current EA Category Partial Assessment (B)
Approval Date 25-Apr-2016	Current Closing Date 30-Jun-2021

**Organizations**

Borrower Democratic Socialist Republic of Sri Lanka	Responsible Agency Department of Wildlife Conservation, Forest Department, Ministry of Environment & Wildlife Resources, Ministry of Environment & Wildlife Resources
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**Project Development Objective (PDO)**

Original PDO

The project development objective (PDO) is to improve the management of ecosystems in selected locations in Sri Lanka for conservation and community benefits.

**Summary Status of Financing**

Ln/Cr/Tf	Approval	Signing	Effectiveness	Closing	Net Commitment	Disbursed	Undisbursed
IDA-57920	25-Apr-2016	05-Sep-2016	01-Dec-2016	30-Jun-2021	45.00	14.88	30.11

**Policy Waiver(s)**

Does this restructuring trigger the need for any policy waiver(s)?

No

No



## I. PROJECT STATUS AND RATIONALE FOR RESTRUCTURING

### A. Project Status and Performance

1. **The Project was approved by the Board on April 25, 2016 for a total IDA Credit of US\$45 million.** The Financing Agreement was signed on September 5, 2016 by the Ministry of Finance and the World Bank. The Bank had received the Legal Opinion from the Attorney General on September 28, 2016 and the project was made effective on December 1, 2016. It has disbursed US\$14.88 million or 33 percent of the total as of March 2020. The closing date is June 30, 2021.

2. **Project Development Objective and Performance by Components.** The project development objective is to improve the management of ecosystems in selected locations in Sri Lanka for conservation and community benefits. The Project has four components:

Component 1: Pilot landscape planning and management: This component provides technical assistance, training and capacity building to develop the guiding framework for landscape-level management planning and supports the piloting of landscape planning and management in two selected landscapes comprising contiguous areas of unique ecological, cultural, and socio-economic characteristics. The project has selected two landscapes to pilot landscape conservation planning – Hurulu-Kaudualla-Kanthale (HKK) forest complex in the dry zone and the Sinharaja Forest Range (SFR) in the wet zone. The first landscape management plan has been completed in December 2019. The contract for the preparation of the second landscape management plan for Sinharaja Forest Range has commenced in January 2020, with expected completion in December 2020. The PMU has secured collaboration and co-financing from the International Union for Forestry Research Organization (IUFRO) to conduct a capacity building program for landscape management for 120 participants from key stakeholder agencies. PMU was advised to take a more holistic view of the plans implementation, including policy dialogue and strategic discussions with NPD and key stakeholders in mainstreaming plan recommendation and strategies into sector development plans.

Component 2: Sustainable use of natural resources and human-elephant co-existence: This component supports communities living adjacent to protected areas and other ecologically sensitive areas to plan for natural resource use, develops biodiversity compatible, productive and climate resilient livelihood activities, and scales up successful models for addressing the human-elephant conflict. Fifty-eight Community Actions Plans (CAPs) have been prepared, by FD for 91 villages (7,919 people) and by DWC for 3 villages (1,188 people). Prioritized activities of CAPs are under implementation; the remaining CAPs were approved, and their implementation is being commenced. Human-elephant co-existence for livelihood protection: two strategies to scale up addressing of human-elephant conflict have been identified. Discussions and training of stakeholders in Anuradhapura and Kurunegala districts have commenced for the community-based village and agricultural electric fences. Meetings and workshops are progressing with divisional secretaries and other relevant stakeholders to institutionalize the process. Human-elephant co-existence for livelihood protection: The determination of elephant distribution and ranging patterns through satellite-based radio collaring has progressed with 31 of the 40 collars installed. The institutional framework has been agreed for village fencing in Kurunegala and Anuradhapura Districts with the two District Secretaries, and for the seasonal paddy field fences with Departments of Agriculture and Agrarian Services. Yet, progress of institutionalization on the ground is slow. This process needs to be institutionalized on the ground urgently. Based on a high-level request from the Government, this program will be expanded to cover districts, which have the highest human elephant conflict. The expanded program will undertake 60 community-based village fences and 100 seasonal paddy field fences, benefitting an estimated at least 35,000 villagers.

Component 3: Protected areas management and institutional capacity: This component supports interventions in protected areas in compliance with the Fauna and Flora Protection Ordinance and the Forest Ordinance; supports nature-based tourism development; and strengthens the institutional capacity and investment capability for conservation and management. The FD and DWC are currently implementing selected priority management activities



in 5 PAs each covering 190,662 ha and 187,332 ha respectively. Use of Smart Monitoring and Reporting Tool (SMART) for enforcement is successfully being used in the southern cluster of PAs with significant improvement in the enforcement activities. The DWC has also requested the inclusion of 3 other PAs. Nature-based tourism activities progressed with completion of the assessments for 4 PAs of the FD and for 2 PAs for DWC, including site-specific NBT Assessments, Plans and Marketing Plans for each site. A total of 307 staff of the two implementing agencies have been trained on various aspects related to ecosystem conservation and management. Both departments have revisited the action plans in the 4 NBTPs and re-assessed potential implementation timing and financing sources for full plan implementation. This will assist the departments in identifying a way forward to make ensure the plans sustainability.

Component 4: Project Management. The project lost about 8 months of originally planned implementation period because of the delay in getting the project effective and forming a functional PMU. The project was designed as a framework because of short preparation period which required the DWC and the FD to undertake detailed planning of activities with the support of the PMU once the project was effective. There was a deceleration of project implementation during first half of 2019 as well. The PMU has made good progress since after, by streamlining the processes and project implementation monitoring. Significant improvements have been also made to collect monitoring data related to results framework, as well as sub-project level output monitoring. An internal auditor has been recruited.

3. **There are several issues that continue to negatively affect the implementation pace.** Overall the project has disbursed US\$14.88 million or 33 percent of the total IDA Credit as of March 2020, remaining below the projections. Until second half of 2019, the PMU experienced loss of staff, the Technical Review Committee supporting the quality of investments under Components 1 and 2 has not been functional, and the Project Steering Committee did not meet in the first half of 2019. The Project Implementation Plan has many relatively small activities, mostly implemented by the FD, that bear high transaction costs and potential risks of safeguards non-compliance. At the same time, eleven high value contracts (above \$0.8m each) with the total value of \$13.3m pose a risk of delays in their implementation and overall project's disbursements. The project still has a large proportion of the contracts by value that are pending implementation, \$15.5m, as of January 28, 2020, though it continues decreasing, as contracts' works begin commencing.

4. **Implementation capacity has been significantly improved during 2019 and beginning 2020.** While the overall Implementation Progress rating continues to be Moderately Unsatisfactory, the recent implementation momentum has been improved with the new leadership of the PMU and strengthened human capacity in the IAs. Both Departments have assigned key staff for coordination and monitoring of project implementation: two coordinators, technical staff, two engineers, and procurement assistants. This enhanced capacity helped to streamline and expedite the planning and supervising of the implementation processes. Major positive changes include the following: (i) completion of the project implementation plan consisting of prioritized activities that were systematically reviewed and endorsed by the project's the Technical Review Committee; (ii) project's implementation plan was endorsed by the MoEWR, NPD and the project's restructuring request submitted to the WB; (iii) PMU further strengthened the implementation capacity and management effectiveness guided by the integrated Project Performance Report and holding monthly stocktaking and planning meetings with the IAs chaired by the Secretary to track the contracts and overall performance; (iv) PMU clarified the implementation arrangements and streamlined the implementation processes with the IAs, such as Community Action Plans, contracts management, monitoring and reporting, as well as significantly advanced contracting of the project activities. For example, during October-December 2019, the PMU with IAs reviewed and adjusted the procurement plan, resulting in dropped unrealistic activities and related contracts (\$2.8m), increase in contracts pending implementation (\$5.5m), increase in signed contracts (\$1.6m), and review and subsequent approval of 11.4m package of contracts by the Bank in December 2019. During January 2020, the project increased the value of signed contracts by another \$5.2m and moved \$3.6m of contracts into implementation. Final procurement plan reflecting requested restructuring changes is prepared pending review and approval in early April 2020.



5. **The Bank's Inspection Panel received a request for inspection of the project, which was [registered](#) by the Panel on December 9, 2019.** The Request alleged that the Project is causing harm to the natural environment and community livelihoods through road works in the Sinharaja Forest Reserve. In its Eligibility Report, the Inspection Panel did not recommend the investigation. The Panel noted that the Requesters and the Request meet the technical eligibility criteria for inspection. However, as the Panel has considered that the harm that was alleged by the Requestors was focused on actions and outcomes relating to work that was carried out on the Kudawa access road before it was adopted as part of the Bank-financed Project, the Panel does not recommend an investigation. The Board of Executive Directors approved this decision on March 10, 2020.

6. As part of the process to enhance PMU's implementation capacity, the Bank conducted a procurement review and made several recommendations to the project on improving procurement process during March-May 2019. The Bank communicated its decision to make the reviewed activities implemented by the project without obtaining the Bank's prior clearance as eligible under the project, on exceptional basis, in a letter on May 31, 2019. Kudawa access road rehabilitation would fall into the activities under part 3 (b), Category 3 of the Financing Agreement. The PMU has submitted to the Bank all necessary documentation to proceed with the balance of work of the Kudawa access road contract and will recommence the remaining works in Q3 FY20 following the guidance on compliance and completion of rehabilitation works outlined in a letter on March 19, 2020.

### ***B. Rationale for Restructuring***

7. **The Midterm Review Mission (MTR) held during October 7-18, 2019 identified several issues that negatively affected the implementation pace and the performance of the PMU and implementing agencies (IAs).** The mission discussed and agreed to restructure the project to enable design changes for its successful implementation and completion. The project was initially designed as a framework to give flexibility to project activities, as stakeholder demand is a key to success. The framework approach transcended processes from planning to implementation, including processes of annual planning. Unfortunately, under the weakened PMU capacity this approach has led to significant delays in implementation and performance issues. Subsequent review of the project's ability to absorb the remainder of funds within the current implementation period indicated that a partial cancellation could be considered as a way forward to ensure the funds are efficiently utilized while still achieving the project objective. Partial cancellation was one of the proposed options during the MTR, but ultimately by the time of the restructuring request made by the MoF, February 18, 2020 there was a strong demand of the new Government not to cancel any funds supported by a credible implementation plan developed by the PMU.

8. **Department of External Resources has submitted Request to restructure financing, IDA: 57920 – Ecosystem Conservation and Management Project (ESCOMP) on February 18, 2020.** The request suggests the reallocation of funds among the project components and among the different disbursement categories; recommends to develop a comprehensive strategy and island wide medium- and long term program for Human – Elephant Co-Existing, following the instructions provided by the Secretary to His Excellency, the President; increase allocation for Human-Elephant Co-Existence activities, by \$4.0m from the loan savings; and schedules a detailed implementation progress review in October 2020 to identify any underperforming activities. The restructuring request is based on the World Bank's Mid-Term Review of the project held in October 2019 and the detailed Project Implementation Plan prepared by the PMU and the Implementing Agencies. Request letter is enclosed into the restructuring package.



## II. DESCRIPTION OF PROPOSED CHANGES

9. **Project restructuring is being done to enhance effectiveness of the project implementation.** The proposed changes are based on lessons learned and experience gained during previous years of the project implementation and address issues and constraints faced by implementing agencies and the PMU; the project development objective remains intact. The main changes include formalization of a detailed project implementation plan, making changes to the costs of the components and subcomponents, disbursement categories, the results framework and monitoring processes.

### *A. Components and Cost, Project Implementation Plan*

10. **Project components and subcomponents remain intact, however, there are several appraised activities are being dropped and funds are reallocated.** Under Component 1, Capacity building of Sustainable Development Secretariat (SDS) to be established under the Ministry of Wildlife Conservation was responsible for implementation of the Component 1. As the SDS was not established under the Ministry and the PMU was given the responsibility for the implementation of this component, no cost has been involved supporting the SDS. Further to that, it has been agreed that the prioritized activities identified during the appraisal will be implemented under other components. Under Component 2(b), identification of economic incentives for affected communities, updating the national master plan for HEC mitigation and Development of HECOEX models for other areas are being dropped because the DWC has already financed these activities using their own resources. The Bank decided to discontinue the project's support to Lunugamvehera Elephant Holding Ground due to non-completion of the pre-requisites by the DWC agreed with the Bank and the released funds supporting this construction are being reallocated for construction of facilities for longer-term capacity building under Component 3.

11. **Human–Elephant Co-Existing activities under Component 2 are being scaled up.** In response to the high-level request, the team has prepared a comprehensive plan to scale up possible activities, consisting of short-term actions (community-based electric fencing and seasonally for agricultural land) and longer-term activities (early warning systems to detect elephants approaching villages and feasibility of insurance for crops depredation). Estimated cost of community-based village and seasonal agricultural fences under the expanded program of Human-Elephant Coexistence is \$4.08m. It includes 60 village fences and 100 seasonal agricultural fences, as well as the support for development of early warning systems to detect elephants approaching villages, and a pilot program in exploring the feasibility of insurance from elephant depredation jointly supported with UNDP.

12. **Component 5: Contingent Emergency Response (CERC, US\$0.0 million) is being introduced.** This component will allow for rapid reallocation of project proceeds in the event of a natural or man-made disaster or crisis that has caused or is likely to imminently cause a major adverse economic and/or social impact. To trigger this component, the GoSL would need to declare an emergency, a state of a disaster or provide a statement of fact justifying the request for the activation of the use of emergency funding. The detailed criteria and process for triggering and utilizing the CERC will be outlined in the Project Operations Manual (POM).

13. **Project Implementation Plan, prepared by the PMU, has been endorsed by the National Planning Department and the Department of External Resources, Ministry of Finance, Economy and Policy Development, on February 18, 2020.** The plan is a result of a prioritization exercise conducted by the PMU in close consultations with both IAs and supported by the Bank team during the pre-MTR and MTR missions in the efforts to switch from a framework approach to the project implementation. The plan's activities have been reviewed and endorsed by the project's Technical Review Committee and by the Ministry of Environment and Wildlife Resources on February 14, 2020. The prioritization was done according to recommended by the Bank team's principles, such as realistic timeframe required for activities implementation, clear line of responsibilities and assigning of lead persons for top 20 contracts, and non-controversial nature of the activities. Selection of the remaining activities according to these principles helped to make the implementation plan more effective.





14. **The following changes to costs by components are introduced.**

Table 1. Project costs by the components, US\$ million

Project Components	Appraised	Restructured	Difference
1. Pilot Landscape Planning and Management	2.80	1.20	1.60
2. Sustainable Use of Natural Resources and Human- Elephant Co-existence	17.00	8.80	8.20
3. Protected Area Management and Institutional Capacity	24.20	33.35	(9.15)
4. Project Management	1.00	1.65	(0.65)
5. Contingent Emergency Response (CERC)		0.00	
<b>Total Costs</b>	45.00	45.00	-

15. **Project Implementation and Support Units (PISUs) have been enabled to strengthen the implementation arrangements.** Project’s implementation structure has been redesigned to accommodate more effective Project Implementation and Support Units in the WDC and FD with staff assigned and responsible for leading the project’s work in the departments. This includes procurement functions, safeguard compliance, and finance management. These implementation arrangements’ adjustments will ensure the project accountability and ownership among IAs.

16. **Gender gap and introduced measures.** In Sri Lanka, female labor force participation is 33.6% which is less than half of men (73%). Reasons for low participation include women’s vulnerability to gender-based violence (GBV); lack of capacity development for women and lack of knowledge and skills required to establish their own SMEs. To address this gap, gender sensitivity is being included into the project’s new activities and retrofitted with the ongoing ones. The Project Management Unit (PMU) aims to ensure 30% representation of women in livelihoods activities, by: (i) conducting a baseline survey to capture the number of women engaged livelihood activities in target communities, (ii) conducting trainings around livelihood opportunities, management of own homestay businesses; accessing credit schemes and finance management, and services around Gender based violence through Community Based Organizations (CBOs); (iii) educating employers on how to reduce women’s vulnerabilities to GBV and sexual harassment and providing guidance on how to implement mechanisms to address sexual harassment, and (iv) educating communities to increase personal safety for women and girls and support their engagement in livelihoods. The project will also ensure that women’s representation and participation in decision making as members of community contracting procurement committee, project management committee continues. The project will ensure that women are represented and actively participate in citizen’s monitoring committees that will be established to review and follow up on quality and completion of community interventions. Women’s participation in local level Grievance Redress Committees will be strengthened by ensuring at minimum, at least one community member in the established GRCs are women and are able to actively participate and contribute towards the GRC.

**B. Reallocation between Disbursement Categories**

17. In line with the reallocation of funds among the project components, the disbursement categories have been changed as the following:





Category	1	2	3	4	5	TOTAL
Allocated amount, US\$	4.44	1.65	38.41	0.50	0.00	45.00
Allocated amount, XDR <sup>1</sup>	3.25	1.20	27.78	0.37	0.00	32.60

**C. Disbursement Estimates**

18. The following changes to disbursement projections are being proposed to be in line with proposed project implementation plan, assuming no change to the project implementation period. These changes consider the actual timing of disbursements against the project implementation plan.

Table 2. Proposed disbursement estimates, US\$ million

Fiscal year	2016	2017	2018	2019	2020	2021
Annual	-	2.88	3.00	7.20	5.90	26.02
Cumulative	-	2.88	5.88	13.08	18.98	45.00

**D. Results Framework**

19. **The following Theory of Change is being adopted for the project.** It was not required in time of the appraisal but offers concise picture of the project inputs and expected changes associated with the project activities.

<sup>1</sup> 1USD =0.73158241 as of February 18, 2020 (Date of ERD Letter)

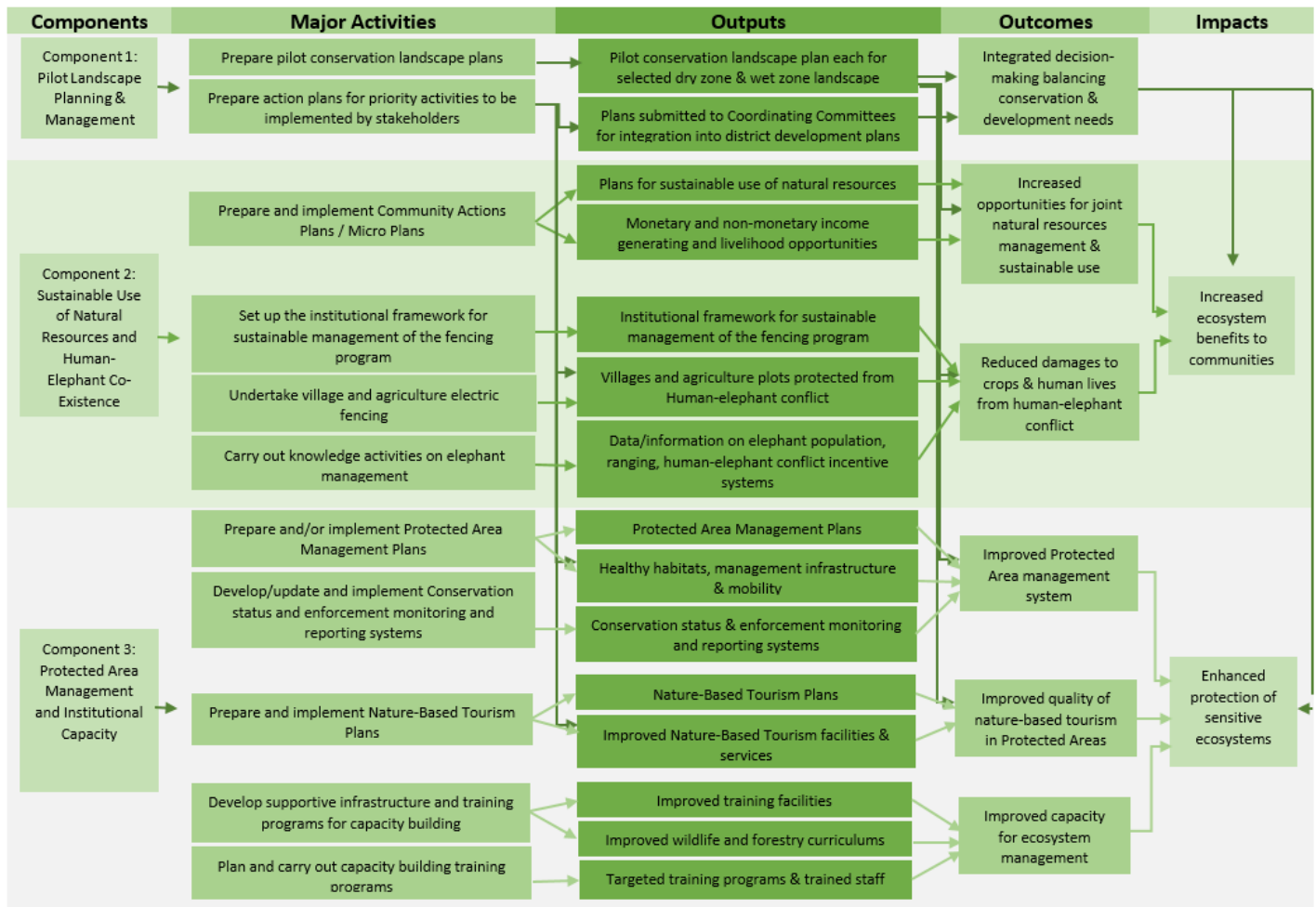


Figure 1. Project's Theory of Change

20. **The Results Framework is being updated, following the changes in the implementation plan and its activities.** These modifications reflect the Theory of Change presented above. Main changes include grouping the indicators under the proposed outcomes, adopting new indicators, and revising existing indicators and targets, see the table below.

Table 3. Proposed Results Framework and the targets

	Original Indicators (as appraised)	Revised / New Indicators
	<b>PDO Indicators</b>	
	<b>Improved management of ecosystems for conservation benefits</b>	<b>Outcome D: Improved Protected Area management system</b>
1	Areas brought under enhanced biodiversity protection (hectare) <i>Target – 500,000; Actual – 400,000</i>	Remains.
		<b>Outcome E: Improved quality of nature-based tourism in Protected Areas</b>
2	Visitor revenue of selected PAs increased as a result of project interventions (percentage) <i>Target – 10; Actual – 0</i>	<b>Revised.</b> Visitors agree that investments and visitor management improvements have enhanced the quality of nature-based tourism (percent)



	Original Indicators (as appraised)	Revised / New Indicators
		<i>Target – 50; Actual – 20</i>
	<b>Improved management of ecosystems for community benefits</b>	
3	Direct project beneficiaries (number), of which female (percentage) <i>Target – 15,000; Actual – 14,000</i> <i>Female: 30% and 35% actual</i>	<b>Revised.</b> Becomes Intermediary under Component 2. Direct project beneficiaries (number), of which female (percentage) <i>Target – 15,000; Actual – 14,000</i> <i>Female livelihood activities in targeted communities increased: Target - 30% and 35% actual</i>
4	People with improved access to income generating activities as a result of project interventions (number) <i>Target – 10,000; Actual – 12,000</i>	Becomes Intermediary under Component 2.
5	Villages and agriculture plots protected as a result of human-elephant co-existence activities (number) <i>Target – 75; Actual – 2</i>	Becomes Intermediary under Component 2.
		<b>Outcome A: Integrated decision - making balancing conservation &amp; development needs</b>
		<b>New.</b> Local policies and/or measures adopted as a result of integrated decision-making <i>Target – 4, Actual - 2</i>
		<b>Outcome B: Increased opportunities for joint natural resources management &amp; sustainable use</b>
		<b>Revised</b> (former intermediary). Beneficiaries that agree project investments reflected their needs (percentage) <i>Target – 75, Actual - 70</i>
		<b>Outcome C: Reduced damages to crops &amp; human lives from human-elephant conflict</b>
		<b>New.</b> Reduction in crop and property damages in areas of community fencing <i>Target – 45%; Actual – 40</i>
		<b>Outcome F: Improved capacity for ecosystem management</b>
		<b>New.</b> Trained staff demonstrating improved capacity for ecosystem management (index) <i>Target – 2; Actual – 0</i>
<b>Intermediate Indicators</b>		
	<b>Component 1: Pilot Landscape Planning and Management</b>	
1	Strategically planned pilot landscapes with citizen participation (Number, Custom) <i>Target – 2, Actual - 1</i>	Remains.
	<b>Component 2: Sustainable Use of Natural Resources and Human-Elephant Co-existence</b>	
2	Community Action Plans prepared responding to sustainable use of natural resources (Number, Custom) <i>Target – 75, Actual - 27</i>	<b>Revised.</b> Community Action Plans prepared. <i>Target – 60, Actual - 58</i>



	Original Indicators (as appraised)	Revised / New Indicators
3	Beneficiaries feel that properties and crops have increased protection and livelihoods have enhanced due to project investments (Percentage, Custom) <i>Target – 75, Actual - 60</i>	Becomes a PDO Indicator in a revised form.
4	HECOEX strategies adopted (Number, Custom) <i>Target – 2, Actual - 1</i>	<b>Revised.</b> People whose assets protected as a result of HECOEX interventions <i>Target – 10,000, Actual - 1500</i>
		<b>New.</b> Institutional framework for sustainable management of the fencing program in place (Y/N) <i>Target – Y, Actual – N</i>
		<b>New.</b> Knowledge products on elephant management in place (#) <i>Target – 3, Actual – 1</i>
	<b>Component 3: Protected Area Management and Institutional Capacity</b>	
5	Monitoring systems adopted to track the conservation status of PAs (Number, Custom) <i>Target – 2, Actual - 1</i>	<b>Revised.</b> Conservation status & enforcement monitoring and reporting systems (#) <i>Target – 2, Actual - 1</i>
6	Protected Area level nature-based tourism plans adopted (Number, Custom) <i>Target – 7, Actual - 5</i>	<b>Revised.</b> Protected Area level nature-based tourism plans (#) <i>Target – 7, Actual - 5</i>
7	Staff trained (Number, Custom) <i>Target – 250, Actual - 307</i>	Revised target. <i>Target – 310, Actual - 500</i>
		<b>New.</b> PA management plans implemented (#) <i>Target – 11, Actual - 11</i>
		<b>New.</b> Area of habitat improvement activities (ha) <i>Target – 350,000, Actual – 1600</i>
		<b>New.</b> Supportive infrastructure upgraded for long-term capacity building (#) <i>Target – 3, Actual - 0</i>
		<b>New.</b> Long-term training programs developed <i>Target – 2, Actual - 0</i>

**III. SUMMARY OF CHANGES**

	Changed	Not Changed
Results Framework	✓	
Components and Cost	✓	
Reallocation between Disbursement Categories	✓	
Disbursement Estimates	✓	
Implementing Agency		✓
DDO Status		✓



Project's Development Objectives		✓
DLIs		✓
Loan Closing Date(s)		✓
Cancellations Proposed		✓
Disbursements Arrangements		✓
Overall Risk Rating		✓
Safeguard Policies Triggered		✓
EA category		✓
Legal Covenants		✓
Institutional Arrangements		✓
Financial Management		✓
Procurement		✓
Implementation Schedule		✓
Other Change(s)		✓
Economic and Financial Analysis		✓
Technical Analysis		✓
Social Analysis		✓
Environmental Analysis		✓

**IV. DETAILED CHANGE(S)**

**COMPONENTS**

<b>Current Component Name</b>	<b>Current Cost (US\$M)</b>	<b>Action</b>	<b>Proposed Component Name</b>	<b>Proposed Cost (US\$M)</b>
Component 1: Pilot Landscape Planning and Management	2.80	Revised	Component 1: Pilot Landscape Planning and Management	1.20
Component 2: Sustainable Use of Natural Resources and Human-Elephant Co-existence	17.00	Revised	Component 2: Sustainable Use of Natural Resources and Human-Elephant Co-existence	8.80
Component 3: Protected Area Management and Institutional Capacity	24.20	Revised	Component 3: Protected Area Management and Institutional Capacity	33.35



Component 4: Project Management	1.00	Revised	Component 4: Project Management	1.65
	0.00	New	Component 5: Contingent Emergency Response	0.00
<b>TOTAL</b>	<b>45.00</b>			<b>45.00</b>

**REALLOCATION BETWEEN DISBURSEMENT CATEGORIES**

	Current Allocation	Actuals + Committed	Proposed Allocation	Financing % (Type Total)	
				Current	Proposed
IDA-57920-001   Currency: XDR					
iLap Category Sequence No: 1		Current Expenditure Category: Gds,Wks,NCS,CS,Trg-Prts 1,2,3			
	3,400,000.00	3,226,860.32	3,248,230.00	100.00	100.00
iLap Category Sequence No: 2		Current Expenditure Category: Gds,NCS,CS,IOC,Trg-Prt 4			
	750,000.00	618,415.60	1,207,110.00	100.00	100.00
iLap Category Sequence No: 3		Current Expenditure Category: Gds,Wks,NCS,CS,IOC,Trg-Prts 1,2,3			
	24,535,000.00	3,055,252.41	27,778,870.00	100.00	100.00
iLap Category Sequence No: 4		Current Expenditure Category: Cash for work program			
	3,915,000.00	0.00	365,790.00	100.00	100.00
iLap Category Sequence No: 5		Current Expenditure Category: CERC Emergency Expenditure			
	0.00	0.00	0.00		0
<b>Total</b>	<b>32,600,000.00</b>	<b>6,900,528.33</b>	<b>32,600,000.00</b>		

**DISBURSEMENT ESTIMATES**

Change in Disbursement Estimates



Yes

<b>Year</b>	<b>Current</b>	<b>Proposed</b>
2016	0.00	0.00
2017	2,800,000.00	2,880,390.00
2018	3,000,000.00	3,000,000.00
2019	8,200,000.00	7,200,000.00
2020	11,200,000.00	5,899,610.00
2021	12,800,000.00	26,020,000.00
2022	7,000,000.00	0.00





Results framework

COUNTRY: Sri Lanka

Ecosystem Conservation and Management

Project Development Objectives(s)

The project development objective (PDO) is to improve the management of ecosystems in selected locations in Sri Lanka for conservation and community benefits.

Project Development Objective Indicators by Objectives/ Outcomes

Indicator Name	DLI	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
<b>Outcome A: Integrated decision - making balancing conservation &amp; development needs (Action: This Objective has been Revised)</b>								
Local policies and/or measures influenced by integrated decision-making (Number)		0.00						4.00
<b>Action: This indicator is New</b>								
<b>Outcome B: Increased opportunities for joint natural resources management &amp; sustainable use (Action: This Objective has been Revised)</b>								
Beneficiaries that agree project investments reflected their needs (Percentage)		0.00						75.00
<b>Action: This indicator is New</b>								



Indicator Name	DLI	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
Direct project beneficiaries (Number)		0.00	0.00	0.00	5,000.00	5,000.00	15,000.00	15,000.00
<b>Action: This indicator has been Marked for Deletion</b>								
Female beneficiaries (Percentage)		0.00	0.00	0.00	10.00	10.00	30.00	30.00
<b>Action: This indicator has been Marked for Deletion</b>								
People with improved access to income generating activities as a result of project interventions (Number)		0.00	0.00	0.00	5,000.00	5,000.00	10,000.00	10,000.00
<b>Action: This indicator has been Marked for Deletion</b>								
Villages and agriculture plots protected as a result of human-elephant co-existence activities (Number)		0.00	0.00	0.00	25.00	60.00	75.00	75.00
<b>Action: This indicator has been Marked for Deletion</b>								
<b>Outcome C: Reduced damages to crops &amp; human lives from human-elephant conflict (Action: This Objective is New)</b>								
Reduction in crop and property damages in areas		0.00						45.00



Indicator Name	DLI	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
of community fencing (Percentage)								
<b>Action: This indicator is New</b>								
<b>Outcome D: Improved Protected Area management system (Action: This Objective is New)</b>								
Areas brought under enhanced biodiversity protection (ha) (Hectare(Ha))		0.00	0.00	0.00	100,000.00	100,000.00	200,000.00	500,000.00
<b>Outcome E: Improved quality of nature-based tourism in Protected Areas (Action: This Objective is New)</b>								
Visitors agree that investments and visitor management improvements have enhanced the quality of nature-based tourism (Percentage)		0.00	0.00	0.00	0.00	0.00	0.00	50.00
<b>Action: This indicator has been Revised</b>								
<b>Outcome F: Improved capacity for ecosystem management (Action: This Objective is New)</b>								
Trained staff demonstrating improved capacity for ecosystem management (index) (Number)		0.00						2.00
<b>Action: This indicator is New</b>								



### Intermediate Results Indicators by Components

Indicator Name	DLI	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
<b>Component 1: Pilot Landscape Planning and Management</b>								
Strategically planned pilot landscapes with citizen participation (Number)		0.00	0.00	1.00	2.00	2.00	2.00	2.00
<b>Component 2: Sustainable Use of Natural Resources and Human-Elephant Co-existence</b>								
Community Action Plans prepared (Number)		0.00	0.00	25.00	50.00		60.00	60.00
<b>Action: This indicator has been Revised</b>								
People with improved access to income generating activities as a result of project interventions (Number (Thousand))		0.00						10.00
<b>Action: This indicator is New</b>								
Direct project beneficiaries (Number (Thousand))		0.00						15.00
<b>Action: This indicator is New</b>								
Female livelihood activities in targeted		0.00						30.00



Indicator Name	DLI	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
communities increased (Percentage)								
<b>Action: This indicator is New</b>								
People whose assets protected as a result of HECOEX interventions (Number (Thousand))		0.00						10.00
<b>Action: This indicator has been Revised</b>								
Villages and agriculture plots protected as a result of human-elephant co-existence activities (Number)		0.00						75.00
<b>Action: This indicator is New</b>								
Institutional framework for sustainable management of the fencing program in place (Yes/No)		No						Yes
<b>Action: This indicator is New</b>								
Knowledge products on elephant management in place (Number)		0.00						3.00



Indicator Name	DLI	Baseline	Intermediate Targets					End Target
			1	2	3	4	5	
<b>Action: This indicator is New</b>								
Beneficiaries feel that properties and crops have increased protection and livelihoods have enhanced due to project investments (Percentage)		0.00						75.00
<b>Action: This indicator has been Marked for Deletion</b>								
<b>Component 3: Protected Area Management and Institutional Capacity</b>								
Conservation status & enforcement monitoring and reporting systems (Number)		0.00	0.00	0.00	2.00	2.00	2.00	2.00
<b>Action: This indicator has been Revised</b>								
Protected Area level nature-based tourism plans (Number)		0.00	0.00	0.00	7.00	7.00	7.00	7.00
<b>Action: This indicator has been Revised</b>								
Staff trained (Number)		0.00	0.00	0.00	100.00	200.00	250.00	310.00
<b>Action: This indicator has been Revised</b>								
PA management plans implemented (Number)		0.00						11.00







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