UNEP GEF PIR Fiscal Year
(1 July 2010 to 30 June 2011)

1. PROJECT GENERAL INFORMATION

Project Title:	Bus Rapid Transit & Pedestrian Improvements Project in Jakarta

Executing Agency:	Institute for Transportation and Development Policy (ITDP)

Project partners:	- Government of DKI Jakarta - Government of Pekanbaru City - The Indonesian Institute for Transportation Studies (Instran) - Yayasan Pelangi Indonesia

Geographical Scope:	Jakarta and its surrounding cities (Bogor, Depok, Tangerang, Bekasi), and Pekanbaru – Indonesia

Participating Countries:	Indonesia

GEF project ID:	2954	**IMIS number*[1]:**	GFL/2328-2720-4960
Focal Area(s):	Climate Change	**GEF OP #:**	11
GEF Strategic Priority/Objective:	SO-6	**GEF approval date*:**	28 November 2006
UNEP approval date:	21 November 2006	**Date of first disbursement*:**	22 January, 2007
Actual start date[2]:	December 2006	**Planned duration:**	60 months
Intended completion date*:	November 2011	**Actual or Expected completion date:**	- Actual: December 2011 - Proposed for no cost project extension until December 2012
Project Type:	FSP	**GEF Allocation*:**	$5,812,000
PPG GEF cost*:	$348,300	**PPG co-financing*:**	-
Expected MSP/FSP Co-financing*:	$187,975,000	**Total Cost*:**	$194,135,300
Mid-term review/eval. (planned date):	August 2009	**Terminal Evaluation (actual date):**	NA
Mid-term review/eval. (actual date):	April – June 2010	**No. of revisions*:**	1
Date of last Steering Committee meeting:	22 December 2010	**Date of last Revision*:**	10 September 2009
Disbursement as of 30 June 2011*:	$3,789,239	**Date of financial closure*:**	
Date of Completion[3]*:		**Actual expenditures reported as of 30 June 2011[4]:**	$ 4,523,551

[1] Fields with an * sign (in yellow) should be filled by the Fund Management Officer
[2] Only if different from first disbursement date, e.g., in cases were a long time elapsed between first disbursement and recruitment of project manager.
[3] If there was a "Completion Revision" please use the date of the revision.
[4] Information to be provided by Executing Agency/Project Manager

Total co-financing realized as of 30 June 2011[5]:	Total: $ 246,269,486	**Actual expenditures entered in IMIS as of 30 June 2011*:**	$3,553,589
Leveraged financing:[6]	Total: $15,694,011		

Project summary[7]	New developments in urban transport in Indonesia promise to counter the trend of increasing greenhouse gas emissions in this sector. Jakarta's nascent bus rapid transit (BRT) system is resulting in the re-allocation of scarce road space in the center of the city to efficient public transportation and has resulted in a shift of trips from private motor vehicles. Jakarta and other Indonesia cities also have worked to improve pedestrian facilities to increase the number of walking trips, important to the development of public transport. The Institute for Transportation and Development Policy (ITDP) and its partners, which have thus far provided technical support for the Jakarta BRT, are working to develop a longer-term technical support system to help bring BRT and pedestrian improvements in Indonesia up to international state-of-the-art standards. The overall objective of this project is to maximize effectiveness of the Jakarta BRT and use it as a catalyst for urban transport reform in Jakarta and other key Indonesian cities. Jakarta is at a crossroads: it has constructed several corridors of BRT, but those corridors are underperforming and the system is in need of optimization in order to reach its potential to provide large transport and environmental benefits to its populace and serve as a beacon for other cities in the country and region. Failure to improve the BRT could diminish the promise for development of other systems in the region. Thus the first eight (of nine) specific objectives in this project focus on ensuring the success of this system, through its optimized implementation and expansion to a full system of 14 corridors, covering most of the city. Objective 9 focuses on dissemination activities, in particular assisting other Indonesian cities in establishing sustainable transport programs and transferring knowledge and other achievements gained in the Jakarta aspects of the project. Apart from BRT, the project explicitly supports the development of non-motorized transportation (NMT) systems and infrastructure, transit oriented development and transportation demand management to reduce use of private motor vehicles. Improvements in these areas will provide critical complements to BRT development, and together form the tools to achieve a long-term, sustainable shift to less greenhouse gas emitting forms of transportation.

Project status FY2007[8]	The project was launched in December 2006 with an international launching seminar coordinated with the Better Air Quality conference of the Clean Air Initiative. The activities started with building awareness and capacity for potential stakeholders. A Project Director was hired in December 2006, and a full project team of 5 local staff were functioning by March 2007. The former Mayor of Bogotá, Enrique Penalosa, visited Jakarta in April 2007, during which the project conducted 2 nationwide BRT conferences – one with the Governor of Jakarta and one with the Indonesian Department of Transportation – plus associated media events.

[5] Projects which completed mid-term reviews/evaluations or terminal evaluations during FY11 should attach the completed co-financing table as per GEF format. See Annex 1.
[6] See above note on co-financing
[7] As in project document
[8] Please add additional lines to keep prior year implementation status (if any)

	Throughout 2007, the project held a series of workshops and trainings on Electronic Road Pricing for Jakarta, as well as 3 study tours to Singapore. All major events included full press and media coverage. A project web site was prepared. A legal consultant was contracted to evaluate the legal basis for road pricing in Jakarta, with stakeholder involvement from both local and national government. The project facilitated intensive discussions and several in-house training for staffs of Jakarta government and BLU TransJakarta on managing BRT operation, technical and operational aspects, economic and financial matters, and traffic management. Corridors 4-7 began operation in January 2007 using 2-door or 3-door (articulated) station and bus design (during the PDF-B, the project pushed heavily to increase the number of bus doors from the original 1 door.) The articulated buses were not available for operation. Corridors 8-10 were being designed and constructed. Progress was made on reforming the institutional structure of TransJakarta, which has involved serious discussion with many agencies for over a year. The project pushed heavily for reform of the operator contracting, more efficient calculation of the fee per km, and implementation of competitive tender system for bus operations. Significant progress was achieved in this area when TransJakarta conducted a competitive tender for new bus operators in November. The resulting bid price resulted in a 25% cost reduction for the city per km of BRT bus operated. The project was able to make key initial reforms in the operation – changing the routing of corridor 4 to eliminate a transfer for passengers connecting to corridor 1, and adding new service spanning corridors 5-7, eliminating a forced transfer. Baseline measurements were taken of selected intersections, headway and average speed, and pedestrian conditions. The Project Steering Committee (PSC) was established; the 1st PSC meeting was conducted on 13th of July 2007.

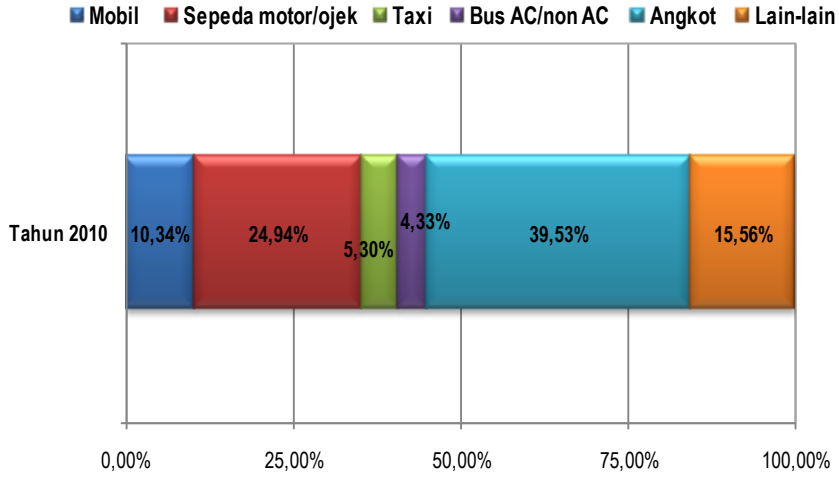
Project status FY2008	The project supported legal assistance to BLU TransJakarta for negotiating contracts with the new bus operators. One negotiation was successfully concluded, while others receive continuing pressure from the result of the competitive tender combined with anti-corruption efforts from the government. The new contract template for bus operator is much more thorough – drawing heavily from details in the Bogotá contracts. A new Project Director was hired in March, 2008. She rehired the Deputy Director from 2007 and retained the Finance Manager. By July 2008, 3 new professional staff and 1 assistant were hired and working. Construction of corridors 8-10 was almost finished and targeted to be launched later in 2008. Detailed Engineering Design (DED) for corridors 11-13 had been developed while corridors 14 & 15 were under preparation. With the support of ITDP, the new Governor decided to slow down construction of new corridors and first focus on improving busway performance Ten articulated buses began operation in corridor 5. The BRT operating subsidy rose due to the inappropriate institutional arrangement of TransJakarta. Analysis of delays at intersections (traffic lights) shows they consume 10% of total BRT travel time. Plans were under development to procure dedicated underpass and busway priority signalization system. Busway operation is no longer strictly corridor based but there is the beginning of flexibility in operating the buses at other corridors. The direct services tested in 2007 continued as permanent routes. The system's operational problems – such bus bunching, scheduling, and routing were assessed by some international experts. Some information materials for promoting the use of busway & Non Motorized Transport have been produced and distributed. Project web site was developed.

	Networking with media has been well maintained. The Jakarta transportation agency developed a study regarding rationalization of non-BRT routes that was completed with a study on operations of non-BRT buses. DKI Jakarta is utilizing the ERP Legal framework developed in 2007 and has begun the detailed engineering design. Following a project-sponsored conference in June, road pricing will be accommodated as part of a new Fuel Savings Policy in the revision of a National Government Act (Law) about Local Government Tax and Retribution. Sidewalks, pavement treatments and traffic calming in Kota Tua have enhanced the pedestrian-appeal of the area. DED for 12 bike parking areas near Busway corridors is completed. The President of Indonesia has issued a 'President Instruction' which encourages the management of government buildings to provide facilities for bikers. Outreach to other cities in Indonesia has been extensive, primarily led by the National Transportation Department. The cities of Surabaya, Bogor, Surakarta, Yogyakarta, Malang, Pekanbaru, Makassar, and Batam have signed BRT development cooperative MOUs with the Directorate General Land Transportation. Semarang and Pontianak are preparing to sign an MoU. The current number of passenger shift (210,000 per day) from non-BRT vehicles to busway indicated the reduction of CO2 is around 40,000 ton/year. The project is actively working to better estimate this reduction through detailed measurements and surveys. The Project Steering Committee (PSC) was re-established with the new administration (beginning in October 2007). A PSC meeting was held on 22 May 2008. PSC members consist of Government institutions, private sector, universities and NGOs. An official letter certifying the committee members and role of the committee was issued by DKI. Because of the political risks facing the BRT in Jakarta, we are intensifying our public relations effort. Two new communications staff persons are being hired in July 2008.

Project status FY2009[9]	The Governor committed to reform the institution of TransJakarta to be a local government enterprise (BUMD), required documents are being made. Institutions were approached to seek collaboration on improving ticketing system. Fact findings on legal problems of busway operation showed that the overall legal situation was worse than expected, but some issues have been addressed. More demand responsive busway operation has been implemented. A feeder system has been studied. Corridor 8 began operation. Work contract for bus operators has been improved. Public transport model for Jakarta has been updated. Pedestrian and NMT use continues to be promoted. Master Plan and basic design of NMT are being prepared. Part of Kota Tua area has been fully closed from motorized vehicles. A survey showed that 7.1% and 15.4% of busway passengers used to drive private car and motorcycle respectively. ITDP leverages its campaign efforts with private sector involvement. Campaign materials produced and distributed regularly. Regular training for Front Line Staff Services of TransJakarta is being continued by the TransJakarta agency. Communications with media, busway passengers' community and members of parliament had been maintained. Road pricing has now been specifically accommodated in drafting of the Local Tax

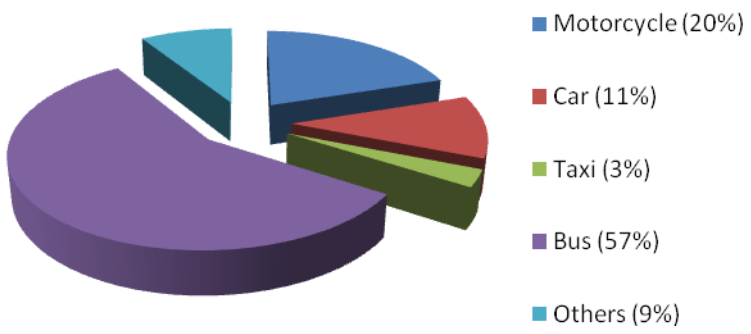
[9] Progress made during current reporting period (one paragraph stating key changes since previous reporting period)

	and Retribution Act. A civil society coalition was established which will draft a Local Regulation regarding Transport Demand Management (TDM). The Ministry of Transport and Government of Tangerang initiated a BRT project which is expansion of busway corridor 3 (Kalideres-Tangerang). Pelangi Indonesia has begun conducting the greenhouse gas and other emissions reductions benefits for the busway. PT. TTA completed survey on fuel consumption measurement of busway buses.

Project status FY 10[10]	TransJakarta's institutional status was upgraded to a Full BLU (public service agency). As a Full BLU, TransJakarta prepared financial and management changes that will facilitate its transformation to a BUMD (government-owned private company). The Minimum Services Standard has been partially implemented for the activities under TransJakarta's responsibility. The number of motor vehicle trips being displaced by the busway is increasing, with over 40% of passengers stating they would use a car, motorcycle or taxi if the busway was not available.  Mobil = Car, Sepeda Motor = Motorcycle, , Angkot = Minibus BLU TransJakarta has now largely solved its legal problems. Bank DKI has tested an electronic ticketing system (JakCard) on some corridors (1, 2, 3 and 6) and some rail stations, though purchase time is increased. ITDP conducted a review of the direct appointment of DKI Bank to implement an e-ticketing system. Busway lane enforcement has improved with the addition of new portals, and increased cooperation with the police. There is now a joint team for enforcement of busway lanes. TransJakarta has launched an integrated website with SMS and call center for passenger information. The busway passenger organization (SuaraTransJakarta) has participated actively in programs including: 1) front-liner of the month, 2) Minimum Service Standard implementation, and 3) busway lane enforcement. A coalition of NGOs initiated an advocacy program on road pricing, parking policy and CNG supply. Bike-2-Work and other groups continued to advocate for increased bicycle use.

[10] Progress made during current reporting period (one paragraph stating key changes since previous reporting period)

	CNG supply problems have worsened. In April, two gas stations owned by PT. Petros increased their gas price from IDR 2,562 to IDR 3,600, while the other four gas stations belonging to PT. Pertamina kept the lower price This increased the queue of busway buses at Pertamina gas stations, exacerbating the impact of CNG refueling on the busway's service level.

Project status FY 11[11]	On 6th December 2010, the Governor decided to further transform the institution of TransJakarta from a full BLU to a Government-Owned Private Company (BUMD). The Governor is aiming for the BUMD to be established by the end of 2011. ITDP has assisted this transformation process by preparing some required documents and by involving the public. This development was in accordance with the original intent as stated in the Strategic Business Plan of TransJakarta, as well as based on the recommendations provided by the working team with members consisting of representative of Finance Ministry, the Jakarta Government, and ITDP. Two new corridors, corridors 9 & 10, were launched on December 31st. With ten corridors now in operation, TransJakarta has created 24 routes. In parallel with the opening of corridors 9 & 10, TransJakarta also extended operational hours from 10 pm to 11 pm in order to provide a late night service. With such services, TransJakarta system now carries up to 380,000 passenger per-day (as of June 2011). The graph below shows that 34% of the passengers on TransJakarta would be using private modes including motorcycles, car, and taxis if the BRT system was not available.  To address the issues around CNG that TransJakarta has been facing, at the end of 2010, the Ministry of Energy & Mineral Resources issued three (3) decrees about regulating CNG prices, prioritizing supply for transportation, and addresses the technical specification of the gas. Unfortunately, CNG refueling for TransJakarta buses remains a problem due to limited number of operational gas stations close to busway corridors. Complicating the limited number of stations, some stations have limited capacity for fuel storage and an older engine system that slows down refueling. Some gas stations have been unable to receive sufficient gas from the national gas company to provide sufficient fuel for the full fleet. The coalition of NGOs working on travel demand issues continued its advocacy program. The coalition is promoting the use of CNG for more broadly so that demand increases and the private sector invests in more gas stations. ITDP contracted a consortium of international consultants (SDG and KPMG) to

[11] Progress made during current reporting period (one paragraph stating key changes since previous reporting period)

	conduct a feeder study which is expected to provide better access to, and increase the ridership on, the TransJakarta BRT. In parallel, Jakarta Transport Agency (Dishub) tendered a pilot project of three (3) feeder routes. TransJakarta and DKI Bank have agreed to sign a Memorandum of Understanding regarding the implementation of the integrated electronic ticketing system. The ticketing system will be fully funded by DKI Bank. The system will use the JakCard, a "tap and go" (contactless) smart card system. The bidding process for equipment procurement will be conducted in July 2011, and the system will start to operate by 2012. JakCard will be able to be used at all BRT corridors since DKI Bank has installed the Electronic Data Captured (EDC) at all BRT stations. A bus tracking and scheduling system has been tested on corridor 1 through a Public Private Partnership with an IT provider, Iforte, while other corridors will be managed by Dishub. ITDP conducted a pilot project for a passenger information system, and it will be used by TransJakarta as one of the requirements for the next bus procurement. The President of Indonesia signed a new government regulation into law that forms the legal basis for electronic road pricing (ERP) for Jakarta as well as four other provincial capitals including: Surabaya, Medan, Bandung and Makassar. ITDP's Indonesia office played a key role in getting this legislation passed. The Ministry of Finance is in the process of reviewing the charging rates and payment mechanisms which they need to approve. Dishub has updated the feasibility study on road pricing in Jakarta for stage I (2012-2014) and has submitted the draft of local regulations on road pricing and parking policy to the DKI Jakarta Parliament (DPRD), A series of discussions have been scheduled. Pekanbaru City has established a Public Service Body (BLU) for managing the Transmetro BRT. With this institutional form, the BLU will have more flexibility in financial and operational aspects. Construction of corridor 3 is being tendered and applies a median-lane configuration, as recommended by ITDP. With such achievements, the National Government is donating five more big buses to Pekanbaru City. The final report of Mid Term Evaluation (MTE) was completed in the second half of 2010, and some recommendations were nominally accepted by the city government. The project objectives and indicators have been adjusted based on some MTE recommendations; however, this PIR uses the original project objectives in order to maintain consistency.

Planned contribution to strategic priorities/targets[12] *Based on the scope and objectives of the project, progress is provided below on the achievement of the following indicators outlined in the Climate Change Tracking tools:*
Climate Change Performance Indicators – GEF-4 SP5: Promoting Sustainable Transport *Indicator 1: Adoption/Creation/Enactment/ of Sustainable Transport Policy* No policy outcomes are specified in the project; the stated outcome of the project is implementation of sustainable transport measures including bus rapid transit, non-motorized transport, and transportation demand management. Step-function indicators: 0= No implementation —may have been discussed; 1= Implementation has been discussed and formally proposed;

[12] For Full Size Projects this information is found in the front page of the project Executive Summary; for Medium-Sized Projects the information appears in the MSP brief cover page.

2= Detailed designs have been completed, but not funded;
3= Designs completed, funding approved, but not implemented;
4= Full implementation

Step Function Ratings:

Outcome	*Rating*
Bus rapid transit	4
Non-motorized transport	4
Transport demand management	1

Indicator 2: Number of Annual Person-trips taken on Sustainable Transport Options Promoted Under Project.

Bus Rapid Transit Trips (1 July 2010 to 30 June 2011): 100,254,134
Non-motorized Trips: 7,000,000
(methodology under review)

2. PROJECT OBJECTIVE

State the global environmental objective(s) of the project[13]

Reduce greenhouse gas emissions from urban transportation by improving a bus rapid transit system and its related facilities.

*Please provide a narrative of progress made towards meeting the project objective(s). Describe any **significant** environmental or other changes attributable to project implementation. Also, please discuss any major challenges to meet the **objectives** or specific project **outcomes** (not more than 300 words)*

In December 2010 the Governor decided to further improve the TransJakarta institution by transitioning it to become a government-owned private company (BUMD). The Governor set the targeted the completion dated for the establishment of BUMD as the end of December 2011. The challenge will be if the selected Chief Executive Officer (CEO) will be able to conduct management changes and establishes a working culture of TransJakarta as a company that focuses on service quality. This will enable TransJakarta to achieve increased BRT ridership, as well as other targets as stated in the strategic business plan.

Although the number of buses is still below the requirement, the opening of two new corridors (9 & 10) since end of December 2010 has increased significantly the number of passengers. In June 2011, TransJakarta carried over 380,000 passengers per day as compared to 238,000 passengers per day in 2010. TransJakarta should optimize the capacity of BRT system by immediately procuring additional buses, increasing the bus frequency, particularly during peak hours, and adjusting some transfer stations to allow for better and easier transfers.

CNG problems have been addressed by the issuance of the regulations on CNG. These regulations set CNG price at 3,100 rupiah per-LSP, prioritizes the transport sector to be supplied over other sectors, and identifies the technical specifications for the gas stations. However, refueling the buses is still problematic.

Public relations work continues with increased involvement from the Indonesian NGO groups, including the Consumer Association, TransJakarta Users Association, Bike-2-Work, and a coalition of transport NGOs.

[13] Or immediate project objective

Please provide a narrative of progress towards the stated GEF Strategic Priorities and Targets if identified in project document [14](not more than 200 words)

Greenhouse gas reductions result from busway riders who previously drove private motor vehicles or rode taxis and less-efficient buses.

Measurements of energy consumption of the busway's buses under actual load and drive cycle conditions on the busway corridors are multiplied by actual bus km per TransJakarta's records. Results of CNG consumption merit further investigation as they do not match international experience, and inaccuracies of fuel volume calculation in Indonesia may exist.

A conservative analysis, using local estimates for private vehicle fuel consumption, and passenger statements as to alternate mode that would be used, shows the annual direct reduction in GHG emissions is 39,729 metric tonnes. This calculation:

1) is only for the busway passengers, and does not include other project aspects;
2) does not include any GHG emissions from vehicle manufacture/disposal or energy supply, only direct energy consumption (tank-to-wheel);
3) uses CNG fuel consumption measurements as indicated by Indonesian national government meters, which appear to overestimate CNG quantity by 20% or more;
4) only considers modal switch from motorized private modes to busway; ignoring over 50% of passengers who switch from other public transport.

[14] Projects that did not include these in original design are encouraged to the extent possible to retrofit specific targets.

3. RATING PROJECT PERFORMANCE AND RISK

*Based on inputs by the Project Manager, the **UNEP Task Manager**[15] will make an overall assessment and provide ratings of:*

(i) Progress towards achieving the project objective(s)- see section 3.1
(ii) Implementation progress – see section 3.2

Section 3.3 on Risk should be first completed by the Project Manager. The UNEP Task Manager will subsequently enter his/her own ratings in the appropriate column.

3.1 Progress towards achieving the project objective (s)

Project objective and Outcomes	**Description of indicator[1]**	**Baseline level[2]**	**Mid-term target[3]**	**End-of-project target**	**Level at 30 June 2011**	**Progress rating**
Objective 1: Develop BRT Corridors 4-14						
	Number of corridors operating	3	9	14	10	MU
	km of busway	44	130	250	172.3	MU
Outcome: BRT implemented on corridors 4-14 with routes optimized	BRT system ridership (daily - averaged for most recent month)	114,000	300.000	714,000	380,000 (all objectives combined)	MS
	Passenger-km on BRT (daily)	593,000	2.400.000	7.140,000	3,036,317	MS
	average passenger trip length (km)	4.4	8	10	13.2	S
	Liters of fuel consumed per BRT passenger km	0.24 (estimated)	0.22	0.16	Diesel = 0.13 CNG = 0.50 CNG Articulated =	MS

[15] For joint projects and where applicable ratings should also be discussed with the Task Manager of co-implementing agency.

Project objective and Outcomes	Description of indicator[1]	Baseline level[2]	Mid-term target[3]	End-of-project target	Level at 30 June 2011	Progress rating
					0.29	
	bus fuel usage - liters/km	0.71 (estimated)	0.70	0.66	Diesel = 0.55 CNG = 0.93 CNG articulated = 1.37	MS
	passengers per bus km	3	3.2	4	4.11 (12m bus = 1.84 (Articulated = 4.68)	MS
Objective 2: Optimize Fare System For Corridors 1-14						
Outcome 2-1: Integrated fare system with controls stops fare leakage.	Passenger-km (additional to Objective 1)	593,000	2.700,000	7.245,000	(unable to calculate additional per objective)	n.a
Outcome 2-2: Competitive contracting implemented for BRT bus operation, reducing costs	Amount paid (Rupiah/km) to BRT operators (non-articulated bus)	12,855	11,500	9500	12m bus = 11,947 rp Articulated = 20,081 rp (Weighted average; excludes PT Jet, PT. Bianglala buses owned by government)	S
Objective 3: Improve Intersection Performance for BRT.						

Project objective and Outcomes	Description of indicator[1]	Baseline level[2]	Mid-term target[3]	End-of-project target	Level at 30 June 2011	Progress rating
Outcome 3-1: Intersection conflicts reduced to acceptable levels. BRT average speed increases to 25km/hr	BRT average speed (km/h)	19	22	25	20.84	MS
Outcome 3-2: Improved political support for BRT by reducing impacts on mixed traffic	BRT passengers/day (additional to previous objectives)	114,000	300.000	832,000	(unable to calculate additional per objective)	n.a
Objective 4: Optimize busway operation.						
Outcome 4-1: Increased average speed of BRT	BRT average speed (km/h)	19	23	28	20.84	MU
	BRT passengers/day (additional to previous objectives)	114,000	300,000	965,000	(unable to measure additional per objective)	n.a
Outcome 4-2: 5% reduction of fleet downtime, reduced operating costs	Proportion of buses reserved by operators for downtime *	6.8%	6%	5%	10%	MU
Outcome 4-3: 8% reduction in fuel consumption	Fuel consumption of buses (liters/km)	0.71	0.70	0.66	Diesel = 0.55 CNG = 0.93 CNG articulated = 1.37	S
Objective 5: Improve public perception of BRT						

Project objective and Outcomes	Description of indicator[1]	Baseline level[2]	Mid-term target[3]	End-of-project target	Level at 30 June 2011	Progress rating
Outcome 5-1:Public understanding of BRT and optimal use of public road space increased.	BRT passengers/day (additional to previous objectives)	114,000	340,000	1,061,000	(unable to measure additional per objective)	n.a
Outcome 5-2: Web and SMS based routing information system available to potential passengers	Information system deployed.	no information system for routing		Web based + printing material of routing information system	website www.itdp-indonesia.org and www.TransJakartabusway.com	S
Objective 6: Rationalize Non-BRT Bus Routes.						
Outcome 6-1: Increase of passenger from bus feeder system from 5% to 50% of BRT passengers; of which 32 % are new passengers and 32 % shifted from PMV feeder	BRT passengers using bus feeder	9.1%	10.0%	50%	57%	S
Outcome 6-2: reducing PMV feeder trips and increasing total BRT passengers	BRT passengers using PMV feeder	7.5%	7.5%	3.8%	31% (11% car & 20% motorcycle)	HS

Project objective and Outcomes	Description of indicator[1]	Baseline level[2]	Mid-term target[3]	End-of-project target	Level at 30 June 2011	Progress rating
	Km of PMV feeder trips	Unable to measure by interview survey; new survey planned	= baseline	50% reduction in PMV feeder trips totaling 250,000 PMV km/day	Not yet measured. Data will be available in September 2011	n.a
Objective 7: Evaluate and Implement Transport Demand Management Measures to Reduce Private Motor Vehicle Use						
Outcome: TDM measure implemented so that cost of PMV use is greater than BRT fare	TDM charge for operating PMV on congested portions of BRT corridors	3-in-1 policy on corridor 1	Improved public and political acceptance for electronic road pricing	ERP implemented on busway corridor roads	20% complete along corridor 1 – increasing public and government support	MU
	BRT passengers/day (additional to previous objectives)	114,000	340.000	1,781,000	(unable to measure additional per objective)	
	Number of Daily BRT passengers whose previous mode was PMV	22,800	23.000	890,000	85,147	MU
Objective 8: Improve Pedestrian, NMT Facilities and Land Use in Center and Along Corridors						

Project objective and Outcomes	**Description of indicator[1]**	**Baseline level[2]**	**Mid-term target[3]**	**End-of-project target**	**Level at 30 June 2011**	**Progress rating**
Outcome 8-1: Convenient NMT and pedestrian trips increases BRT trips.	BRT passengers with walking or bicycle connecting trips	31%	35%	50%	23.7% (23.1 % walk 0.6% bicycle)	S
	Amount of PMV kms as feeder and short-distance trips	no measurement	5% reduction from baseline	25% reduction in total PMV feeder km from baseline	survey pending. Data will be available in September 2011	n.a
Objective 9: Dissemination and Outreach to Other Cities.						
Outcome: Full BRT implemented in 1 of target cities; BRT draws some passengers from private motor vehicles. Or increased number of students walking and biking to school increased use of bicycle for short trips	BRT established	Planning of BRT in other cities	BRT planning in progress	1 BRT established in Indonesian city	Currently there are 10 major cities in Indonesia that has implemented partial BRT system (Jogjakarta, Solo, Palembang, Manado, Pekanbaru, Bali, Bogor, Bandung, Gorontalo and Batam). 1 city, Pekanbaru has started the work to build the Full BRT	S

Project objective and Outcomes	Description of indicator[1]	Baseline level[2]	Mid-term target[3]	End-of-project target	Level at 30 June 2011	Progress rating
					system. Dissemination on how to design and implement BRT in 5 major cities (Manado, Medan, Pekanbaru, Semarang and Surabaya) has also been completed.	

Overall rating of project progress towards meeting project objective(s) (*To be provided by UNEP GEF Task Manager. Please add columns to reflect all prior year ratings*)

FY2009 rating	FY2010 rating	FY2011 rating	Comments/narrative justifying the current FY rating and explaining reasons for change (positive or negative) since previous reporting periods
MU	MU	MU	Progress in general remained rather stagnant over the last year mostly due to City Government's slow activity. MTE completed; recommendations are accepted by City Government and most of them have been incorporated into 2011 budget revisions and 2012 budget. Some unexpected CNG problems occurred. Vigor and commitment plus progress on the Legal / institutional aspects indicate major progress to be achieved in the next months

Action plan to address MS, MU, U and HU rating *(To be completed by UNEP GEF Task Manager in consultation with Project Manager)*

Action(s) to be taken	By whom?	By when?
City government's acceptance and commitment to implement ITDP's recommendation will need to be followed up by incorporating more programs into city budget for the remaining time of the project. Intensive	ITDP and City Government	September, 2011

Action(s) to be taken	By whom?	By when?
coordination will likely be needed to accelerate this process.		
Lead transformation of Transjakarta organization to become corporate for delivering better service. Assistance would focus on financial management, regulatory changes, as well as developing internal capacity for Transjakarta organization.	ITDP staff, Transjakarta and City Government	Beginning December 2010 and continuing
Build more stakeholder engagement, especially with bus operators and relevant industries to give better service on Transjakarta service	ITDP and TransJakarta	Beginning January 2011 and continuing
Build closer relationship with allies in the government, parliament and local NGOs to support the improvement of Transjakarta	ITDP Indonesia staff and cooperating NGO partners	By 2011
Optimize Transjakarta operational performance and develop the implementation plan to establish feeder service to expand Transjakarta network	ITDP staff and TransJakarta	December 2011

This section should be completed if project progress towards meeting **objectives** was rated MS, MU, U or HU during the previous Project Implementation Review (PIR) or by the Mid-term Review/Evaluation (*To be completed by Project Manager*).

Problem(s) identified in previous PIR	Action(s) taken	By whom	When
Behind on objectives likely due to lack of sufficient political will.	Conducted more aggressive and targeted public relations by: - directly approaching some members of parliament or politicians in order to persuade them to agreed on Transjakarta organizational transformation which yields to better service. - building the commitment of key decision makers in Jakarta Government for supporting improvements in	ITDP Indonesia staff	Since August 2008 and continuing

Problem(s) identified in previous PIR	Action(s) taken	By whom	When
	TransJakarta BRT e.g. the assistant for economic, the deputy governor for land use, head of Planning Agency, etc. - Coaching and assisting technical and operational staffs in internal Transjakarta for capacity building. - Support some NGOs and community of TransJakarta users to get media exposure regarding to TransJakarta and TDM issues		
	Legal and institutional support resulting in: - Provision in robust and detailed financial and business plan for Transjakarta BUMD - Provision of lay-off plan, staff assessment criteria and restructuring plan for Transjakarta organization - Development of new organizational structure and functions as well as job specification for the new CEO for Transjakarta BUMD.	Contracted consultants	October 2011
	Providing technical recommendations for improving the services of TransJakarta BRT	ITDP Staff and contracted consultants	Since August 2008 and continuing

3.2 Project implementation progress

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
Output 1: BRT implemented on corridors 4-14 with routes optimized				
Activity 1: Open corridors 4-7	Dec 2007	Completed		S
Activity 2: Open corridors 8-11	Dec 2008	70% complete; Construction of	Expected to begin operation of Corridor 11 in early 2012	MU

[16] Outputs and activities as described in the project logframe or in any updated project revision.
[17] As per latest workplan (latest project revision)
[18] Variance refers to the difference between the expected and actual progress at the time of reporting.
[19] To be provided by the UNEP Task Manager

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
		Corridor 11 is being tendered		
Activity 3: Open corridors 12-15	Dec 2009	10%; Detailed Engineering Design of corridors 12-15 was reviewed; construction delayed	- Corridor 12 will be constructed in 2012, 13-15 will be delayed 2-3 years to address quality concerns on whole system - Due to political commitment of the Governor, in 2012 three (3) feeder routes will be implemented as complimentary to the 12 BRT corridors	U
Output 2: Optimize Fare System for Corridors 1-14				
Activity 4: TransJakarta become legal entity able to control fare revenue	Mar 2008	80% complete. On 6th December 2010, Governor decided to transform TransJakarta institution from a Full BLU to become a local government-owned private company (BUMD) and aims to complete it by end of 2011.	It appears that there are some small number group of people who are trying to postpone the establishment of Transjakarta BUMD by lobbying parliament members and the governor.	MS
Activity 5: Fare system control mechanisms implemented	Mar 2009	40% complete - DKI Bank installed Electronic Data Captured at all stations. JakCard can be used at all BRT stations - DKI Bank	Intensive discussions with TransJakarta and DKI Bank should be done to ensure the implementation of appropriate concept of e-ticketing system	MU

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
		committed to provide electronic ticketing system. Memorandum of Understanding is ready for signing and detail Standard Operational Procedures are being prepared		
Activity 6: Competitive tender for fare system and bus operations implemented	Jun 2010	Completed; First competitive tender for bus operation implemented in Nov 2007	ITDP provided legal advice on the appropriate cooperation between the Government and DKI Bank. The governor assigned DKI Bank to provide and operate the TransJakarta Fare system.	MU
Output 3: Improve Intersection Performance for BRT				
Activity 7: Incremental intersection reforms implemented – part 1	Sep 2010	Preliminary evaluation to identify location of the intersections was completed and further analysis in ongoing.	It appears that most of the intersections need major upgrading, which will take significant time and budget to prepare and construct.	MS
Activity 8: Incremental intersection reforms implemented – part 2	Sep 2011	Pending; delayed due to funding required from the government needs further planning	JICA is currently offering technical inputs to provide designs for intersections.	U
Output 4: Optimize Busway Operation				
Activity 9: Operation reforms implemented – part 1	Jan 2008	Reforms implemented to		

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
		reduce transfers; planning as system		
Activity 10: Operation reforms implemented – part 2	Jan 2009	Regulations on CNG price, supply & technical specification have been issued. Advocacy in promoting gas use continues.	There were some unexpected problems involving bus operator, gas distributor and gas station owner which make it difficult to optimize bus refuelling schedule. However, some measures have been taken to partly mitigate these problems, which include develop mechanism for Transjakarta pay directly to gas station.	U
Activity 11: Operation reforms implemented – part 3	Jan 2010	All contracting issues with operators are now resolved allowing TransJakarta to implement routes to reduce passenger transfers an improve service. 24 routes now in operation on 10 corridors.	Better control to bus operators should be achieved to ensure the improved quality services as agreed in the work contract	S
Activity 12: Operation reforms implemented – part 4	Jan 2011	- Continued evaluating the routes for better services & reduced transfer passengers at some transfer stations - Trial of bus tracking system at corridor	The 24 TransJakarta routes services should be evaluated, fixed, numbered and promoted to the passengers	

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
		1 and conducted a pilot project of bus information system		
Output 5: Improve public perception of BRT				
Activity 13: Public transit routing information system implemented	Dec 2010	- Website, SMS, and call-center implemented for passenger information. - Proceeding with station signage demonstration project. - TransJakarta has started rolling out the color coding for routes as proposed by ITDP in major stations and is currently expanding	The government has decided to take over the budget to fund the construction shelter makeover at Harmoni, where initially was proposed using ITDP funding. This decision was made due to some complication affecting assets ownership of the station.	MS
Output 6: Rationalize Non-BRT Bus Routes				
Activity 14: New, rationalized, bus routes established in Jakarta	Dec 2011	Transport model was updated & the new routes was proposed	Consultant's on feeder study initial performance was weak, and the stakeholder engagement with bus operators took longer than anticipated.	MS
Output 7: Evaluate and Implement Transport Demand Management Measures to Reduce Private Motor Vehicle Use				
Activity 15: Road pricing scheme implemented in Jakarta	Dec 2011	- National government issued a Government Regulation on road pricing	Another government regulation under the Ministry of Finance is required in order for ERP to have a legal basis for implementation.	U

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
		- NGO forum submitted draft local regulations on road pricing & parking policy.		
Output 8: Improve Pedestrian, NMT Facilities and Land Use in Center and Along Corridors				
Activity 16: Plaza Fatahillah pedestrian area implemented near Jakarta "Kota" BRT station	Jun 2008	- Plaza Fatahillah fully pedestrianized and attracting substantial crowds on weekends. - Several public parks and plaza have been rejuvenated (Taman Ayodya, Taman Menteng and taman Suropati) to encourage more public space (sidewalks and bikelane) and is highly used by citizens. - Private developers have started to build more dedicated public space within their property.		S
Activity 17: Secure bike parking areas established at 4 BRT stations	Jun 2009	- More buildings located along BRT corridors have now secured bicycle parking area.	Space limitation on stations and resistance from transport agency to place bike area on the stations has delayed this activity. However, additional	MS

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
		- A bike lane pilot project has been implemented along 1.5 km around Taman Ayodya (closed to Blok M terminal) - Talks have been in place between government and major private developer in North Jakarta to build bicycle lane to connect their area to BRT stations.	outcomes have been achieved to encourage bicycle use in the city.	
Activity 18: Redevelopment plans agreed to for Plaza Fatahillah as transit oriented development	Jun 2010	Plaza lacks easy connection to transport facilities.	Development is improving, but transit aspect requires more focus.	MS
Activity 19: Pedestrian improvements achieved within 200 meters of all BRT stations	Jun 2011	- Report on sidewalk conditions near BRT stations was completed. - Detailed Design to improve pedestrian condition along BRT Corridor 1 Harmoni – Kota section was delivered to the government and the construction to implement the design has been incorporated on 2012	It is expected that the results can be seen in mid-year 2012 once the construction is completed.	MS

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
		budget plan.		
Output 9: Dissemination and Outreach to Other Cities				
Activity 21: BRT system, pedestrian zone, or NMT improvement planned in 2 other cities	Jun 2010	Transmetro Pekanbaru: - Construction of median-lane is being tendered for corridor 3. - A BLU has been established for managing the BRT. - The strategic business plan was accepted by the government to be implemented. Other cities: - 10 major cities in Indonesia has implemented partly BRT system with good number of ridership - More cities, such as Surakarta, Surabaya and Bukit Tinggi have implemented a good quality sidewalk, mainly in the city centre to encourage walking. - The number of cities implementing Car Free Day event	Most cities have difficulties in funding when implementing a full BRT system, and need national government support to implement it.	MS

Outputs [16]	Expected completion date [17]	Implementation status as of 30 June 2011 (%)	Comments if variance[18]. Describe any problems in delivering outputs	Progress rating[19]
		has been expanding in the last 3 years and will continue to expand, with growing number of city residents joining the event.		

Overall project implementation progress [20] *(To be completed by UNEP GEF Task Manager. Please add columns to reflect prior years' ratings):*

FY2009 rating	FY 2010 rating	FY 2011 rating	Comments/narrative justifying the rating for this FY and any changes (positive or negative) in the rating since the previous reporting period
MU	MU		Mid term evaluation completed, provides ample recommendation for institutional / legal strengthening of the Busway. Substantial Technical advice provided. Combined with renewed commitment of City government 1.5years of project execution should lead for a satisfactory result.

Action plan to address MS, MU, U and HU rating. *(To be completed by UNEP Task Manager in consultation with Project Manager[21])*

Action(s) to be taken	By whom?	By when?
More intensive monitoring required for work plan and objective-driven activity for remaining project period. While some commitments to follow up the activity have been incorporated into budget, the results will not be seen until mid 2012.	ITDP and DKI	Remaining project execution.

[20] Use GEF Secretariat required six-point scale system: Highly Satisfactory (HS), Satisfactory (S), Marginally Satisfactory (MS), Marginally Unsatisfactory (MU), Unsatisfactory (U), and Highly Unsatisfactory (HU)
[21] UNEP Fund Management Officer should also be consulted as appropriate.

This section should be completed if project **progress** was rated MS, MU, U or HU during the previous Project Implementation Review (PIR) or by the Mid-term Review/Evaluation (*To be completed by Project Manager*).

Problem(s) identified in previous PIR	**Action(s) taken**	**By whom**	**When**
Inadequate institutional structure	Since the increased status of TransJakarta as a full BLU, ITDP has assisted the head of TransJakarta BLU to implement the Strategic Business Plan. However, this is considered not enough to improve the level of service, and the next move to transform transjakarta to State-own Enterprise (BUMD) is needed, as more flexibilities are required for the Transjakarta organization, especially in financial and human resource aspect. Major efforts have been put by ITDP and DKI Jakarta government to achieve this goal by 2011, by providing the administrative, strategic and financial preparation works to establish the new organization. However, additional works are needed by the government, especially to speed up the approval process by the governor and parliament.	ITDP Indonesia staff working with DKI Jakarta government leadership	Became full BLU by April 2010, targeted to be a BUMD by end of 2011. Required documents including new financial model and business plan in preparation.
Need for better public support for project goals	Public relations efforts to increase political support for technical improvements that will lead to increased ridership; - Conducted informal meetings with some members of parliament (DPRD) to inform them about the necessity of appropriate infrastructure for improving BRT services. - Approached related agencies (Transport Agency, Public Works, Planning Agency, and Toll Road Management) to improve infrastructure and allocate significant budget to implement the improvement. However, the whole preparation process of planning, budgeting and procurement in the government takes long time to complete and is also inflexible, which makes some quick improvement, takes time to	ITDP, DKI Jakarta Governmen, Local NGOs	Extensive public relations with multiple groups; political support for improvements - Status: multiple PR efforts to improve image of busway completed & ongoing

Problem(s) identified in previous PIR	Action(s) taken	By whom	When
	complete. - Developed strategy to push the improvement from the public side by working closely with Indonesia Consumer Group (YLKI) and Community of TransJakarta users in demanding better quality of TransJakarta infrastructures. - News publications and dissemination through workshops have been held to inform public about future measures in improving transjakarta and control private vehicle usage, alongside with a coalition of NGO working on those issues. While some issues created by the government have sometimes been off-target, efforts to raise public awareness are still ongoing.		

3.3. Risk

*There are two tables to assess and address risk: the first "risk factor table" to describe and rate risk factors; the second "top risk mitigation plan" should indicate what measures/action will be taken with respect to risks rated **Substantial** or **High** and who is responsible to for it.*

RISK FACTOR TABLE
***Project Managers** will use this table to summarize risks identified in the **Project Document** and reflect also **any new risks** identified in the course of project implementation. The Notes column should be used to provide additional details concerning manifestation of the risk in your specific project, **as relevant**. The "Notes" column has one section for the Project Manager (**PM**) and one for the UNEP Task Manager (**TM**). If the generic risk factors and indicators in the table are not relevant to the project rows should be added. The **UNEP Task Manager** should provide ratings in the right hand column reflecting his/her own assessment of project risks.*

				Project Manager Rating						**Notes**	**Task Manager Rating**					
Risk Factor	**Indicator of Low Risk**	**Indicator of Medium Risk**	**Indicator of High Risk**	Low	Medium	Substantial	High	Not Applicable	To be determined		Low	Medium	Substantial	High	Not Applicable	To be determined
INTERNAL RISK																
Project management																
Management structure	Stable with roles and responsibilities clearly defined and understood	Individuals understand their own role but are unsure of responsibilities of others	Unclear responsibilities or overlapping functions which lead to management problems	x						PM : team is well-established; highly rated by mid-term evaluation. Highly possibility in management changes in December 2011 TM: Ok	X					
Governance structure	Steering Committee and/or other project bodies meet periodically and provide effective direction/inputs	Body(ies) meets periodically but guidance/input provided to project is inadequate. TOR unclear	Members lack commitment Committee/body does not fulfil its TOR			x				PM: Governor's political support on the project has been up and down and changes in steering Committee membership and leadership occur regularly. Outcomes will depend on personality politics, significantly increasing risk.			X			

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Project Manager Rating						Notes	Task Manager Rating					
				Low	Medium	Substantial	High	Not Applicable	To be determined		Low	Medium	Substantial	High	Not Applicable	To be determined
INTERNAL RISK																
Project management																
										TM: Agreed ITDP can be pro active on this one.						
Internal communications	Fluid and cordial	Communication process deficient although relationships between team members are good	Lack of adequate communication between team members leading to deterioration of relationships and resentment	x						PM: Communication between agencies and units within DKI Jakarta government is quite poor and exhausting TM: Ok		X				
Work flow	Project progressing according to work plan	Some changes in project work plan but without major effect on overall timetable	Major delays or changes in work plan or method of implementation		x					PM: Despite renewed focus of Governor, unlikely to catch up with original work plan. TM: Promises on MTE recommendations now to be translated into action of various Government agencies			X			

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Project Manager Rating						Notes	Task Manager Rating					
				Low	Medium	Substantial	High	Not Applicable	To be determined		Low	Medium	Substantial	High	Not Applicable	To be determined
INTERNAL RISK																
Project management																
Co-financing	Co-financing is secured and payments are received on time	Is secured but payments are slow and bureaucratic	A substantial part of pledged co-financing may not materialize	x						PM: Additional co-financing from National Government, Climate Works Foundation, and return of DKI Jakarta focus on improvements. DKI Jakarta has committed to allocate $150,000 per year to add buses for Transjakarta. Also, a project worth $250,000 from Renewable Energy and Energy Efficiency Partnership has been secured to co-finance optimizing Transjakarta operation. TM: Ok	X					
Budget	Activities are progressing within planned budget	Minor budget reallocation needed	Reallocation between budget lines exceeding 30% of original budget	x						PM: Final Budget Agreed TM: Agreed; we shall see			X			
Financial management	Funds are correctly managed and transparently accounted for	Financial reporting slow or deficient	Serious financial reporting problems or indication of mismanagement of funds	x						PM: Accounts fully audited and discrepancies corrected. TM: Ok	X					

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Project Manager Rating						Notes	Task Manager Rating					
				Low	Medium	Substantial	High	Not Applicable	To be determined		Low	Medium	Substantial	High	Not Applicable	To be determined
INTERNAL RISK																
Project management																
Reporting	Substantive reports are presented in a timely manner and are complete and accurate with a good analysis of project progress and implementation issues	Reports are complete and accurate but often delayed or lack critical analysis of progress and implementation issues	Serious concerns about quality and timeliness of project reporting	x						PM: Reports have been delivered quicker and improved TM: Understood; is partly result of MU status monthly progress reports ok.		X				
Stakeholder involvement	Stakeholder analysis done and positive feedback from critical stakeholders and partners	Consultation and participation process seems strong but misses some groups or relevant partners	Symptoms of conflict with critical stakeholders or evidence of apathy and lack of interest from partners or other stakeholders	x						PM: Extensive stakeholder involvement including improved NGO activity, cooperation of police, and involvement of national government. Staff changes at DKI Jakarta have improved communications there. TM: Ok	X					

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Project Manager Rating						Notes	Task Manager Rating					
				Low	Medium	Substantial	High	Not Applicable	To be determined		Low	Medium	Substantial	High	Not Applicable	To be determined
INTERNAL RISK																
Project management																
External communications	Evidence that stakeholders, practitioners and/or the general public understand project and are regularly updated on progress	Communications efforts are taking place but not yet evidence that message is successfully transmitted	Project existence is not known beyond implementation partners or misunderstandings concerning objectives and activities evident	x						PM: Extensive media work continues. Issue to improve Transjakarta level of service and congestion problem in Jakarta have been raised in the media frequently TM: Agreed	X					
Short term/long term balance	Project is addressing short term needs and achieving results with a long term perspective, particularly sustainability and replicability	Project is interested in the short term with little understanding of or interest in the long term	Longer term issues are deliberately ignored or neglected	x						PM: Addressing both; good balance. TM: Ok	X					
Science and technological issues	Project based on sound science and well established technologies	Project testing approaches, methods or technologies but based on sound analysis of options and risks	Many scientific and /or technological uncertainties	x						PM: technology for improving BRT performance well understood. TM:		X				

				Project Manager Rating						Notes	Task Manager Rating					
Risk Factor	**Indicator of Low Risk**	**Indicator of Medium Risk**	**Indicator of High Risk**	Low	Medium	Substantial	High	Not Applicable	To be determined		Low	Medium	Substantial	High	Not Applicable	To be determined
INTERNAL RISK																
Project management																
Political influences	Project decisions and choices are not particularly politically driven	Signs that some project decisions are politically motivated	Project is subject to a variety of political influences that may jeopardize project objectives		x					PM: Renewed commitment of Governor may overcome internal politics, but yet to be evidenced. Election in 2012 may be a factor, but could be positive as the governor need to show major Transjakarta improvement for his campaign. TM: Agreed; requires timely reminders.			X			
Other, please specify. Add rows as necessary										PM: TM:						

				Project Manager Rating						Notes	Task Manager Rating					
Risk Factor	**Indicator of Low Risk**	**Indicator of Medium Risk**	**Indicator of High Risk**	Low	Medium	Substantial	High	Not Applicable	To be determined		Low	Medium	Substantial	High	Not Applicable	To be determined
EXTERNAL RISK																
Project context																
Political stability	Political context is stable and safe	Political context is unstable but predictable and not a threat to project implementation	Very disruptive and volatile		x					PM: Increased work with Parliament is improving budget support for TransJakarta. TM: Ok		X				
Environmental conditions	Project area is not affected by severe weather events or major environmental stress factors	Project area is subject to more or less predictable disasters or changes	Project area has very harsh environmental conditions		x					PM: Jakarta is near sea-level and flooding occurs during heavy rainfall events combined with high-tide. A World Bank canal dredging project is ongoing DKI Jakarta government also obtained some help from the National Council on Climate Change to develop a vulnerability map and recommendations on adaptation to climate hazard. TM: Agreed		X				

Risk Factor	Indicator of Low Risk	Indicator of Medium Risk	Indicator of High Risk	Project Manager Rating						Notes	Task Manager Rating					
				Low	Medium	Substantial	High	Not Applicable	To be determined		Low	Medium	Substantial	High	Not Applicable	To be determined
EXTERNAL RISK																
Project context																
Social, cultural and economic factors	There are no evident social, cultural and/or economic issues that may affect project performance and results	Social or economic issues or changes pose challenges to project implementation but mitigation strategies have been developed	Project is highly sensitive to economic fluctuations, to social issues or cultural barriers		x					PM: Fare increase is politically sensitive issue . Project has involved leading consumer group in fare analysis and recommendations for Transjakarta to apply standard service level requirement to attract PMV users TM: Ok		X				
Capacity issues	Sound technical and managerial capacity of institutions and other project partners	Weaknesses exist but have been identified and actions is taken to build the necessary capacity	Capacity is very low at all levels and partners require constant support and technical assistance			x				PM: Transjakarta Need a strong, charismatic and powerful CEO with competency in management, financial and technical. Staff capacity and skill are currently insufficient to perform the required tasks. TM: Hesitance / indecision in staff of government agencies			X			
Others, please specify																

If there is a significant (over 50% of risk factors) discrepancy between Project Manager and Task Manager rating, an explanation by the Task Manager should be provided below

N/A

TOP RISK MITIGATION PLAN
Rank – importance of risk Risk Statement – potential problem (condition and consequence) Action to take – action planned/taken to handle the risk Who – person(s) responsible for the action Date – date by which action needs to be or was completed

Rank	**Risk Statement**[22]		**Action to Take**	**Who**	**Date**
	Condition	**Consequence**			
1	Lobby efforts of some parties to Governor and DPRD to postpone the establishment of TransJakarta BUMD	Delay implementation of institutional reform	- To involve many parties in completing required documents for BUMD - To work with NGOs and media in building public understanding and support - To work more closely with the parties that support the transformation	Milatia Kusuma (ITDP)	August - September 2011
2	Governance Structure	Lack of implementation of MTE recommendations	Work directly with Governor and DKI Parliament to promote MTE recommendations	Milatia Kusuma (ITDP)	Ongoing for remainder of project
3	CNG supply	Transjakarta operation is not optimized due to insufficient supply	Increase more awareness with the CNG producers and station owner to accelerate significant investment in station expansions.	Milatia Kusuma (ITDP)	Ongoing for remainder of project
4	Political Influences	Implementation of MTE recommended changes is subject to internal politics in year prior to election.	Increase communication with DKI Jakarta parliament to better understand project needs and budget requirements	Ratna Yunita (ITDP)	August 2011-December 2011

[22] Only for Substantial to High risk.

Rank	Risk Statement[22]		Action to Take	Who	Date
	Condition	**Consequence**			
5	Work Flow	Major delays in planned implementation of BRT improvements	Implementation of adjusted project objectives, milestones and indicators as recommended in MTE	Walter Hook/Melinda (ITDP)	Ongoing for remainder of project
6	Budget	Budget does not match new objectives	Budget reallocation	Walter Hook/Melinda (ITDP)	August 2011

Project overall risk rating (Low, Medium, Substantial or High) (*Please include PIR risk ratings for all prior periods, add columns as necessary*):

FY2009 rating	FY2010 rating	FY 2011 rating	Comments/narrative justifying the current FY rating and any changes (positive or negative) in the rating since the previous reporting period
M	M		ITDP has show capability in implementing these projects and the TM expects they will be able to address all these risks.
			If a risk mitigation plan had been presented for a previous period or as a result of the Mid-Term Review/Evaluation please report on progress or results of its implementation
			MTE completed, recommendations now internalized by project office and city government agencies. Find work plan, final budget revision.

4. RATING MONITORING AND EVALUATION

*Based on the answers provided to the questions in 4.1, 4.2 and 4.3 below, the **UNEP Task Manager** will provide ratings for the following aspects of project monitoring and evaluation:*

*(i) Overall **quality** of the Monitoring & Evaluation plan*
*(ii) Performance in the **implementation** of the M&E plan*

4.1. Does the project M&E plan contain the following:

- Baseline information for each outcome-level indicator — Yes X — No □
- SMART indicators to track project outcomes — Yes X — No □
- A clear distribution of responsibilities for monitoring project progress. — Yes X — No □

4.2. Has the project budgeted for the following M&E activities:

- Mid-term review/evaluation — Yes X — No □
- Terminal evaluation — Yes X — No □
- Any costs associated with collecting and analysing indicators' related information — Yes X — No □

Please rate the **quality** of the project M&E plan (use HS, S, MS, MU, U, HU): S

4.3 Has the project:

- Utilized the indicators identified in the M&E plan to track progress in meeting the project objectives; — Yes X — No □
- Fulfilled the specified reporting requirements (financial, including on co-financing and auditing, and substantive reports) — Yes X — No □
- Completed any scheduled MTR or MTE before or at project implementation mid-point; — Yes X — No □
- Applied adaptive management in response to M&E activities — Yes X — No □
- Implemented any existing risk mitigation plan (see previous section) — Yes X — No □

Please rate the performance in **implementing** the M&E plan (use HS, S, MS, MU, U, HU): S

4.4. Please describe activities for monitoring and evaluation carried out during the reporting period[23]

[23] Do not include routine project reporting. Examples of M&E activities include stakeholder surveys, field surveys, steering committee meetings to assess project progress, peer review of documentation to ensure quality, etc.

Field Surveys
Updated data has been collected in according to the indicators established in June 2007 as follows:

- BRT km of corridors open
- Number of bus km operating
- Number of passengers carried (provided by TransJakarta ticket sales data)
- Average speed of busway buses
- Average speed of mixed traffic
- Intersection delays for BRT buses at selected locations
- Headway of BRT buses on system
- Passenger queuing time at stations
- Pedestrian connection times at transfer stations
- Conditions of pedestrian facilities near BRT system at key locations
- BRT user satisfaction
- BRT user ability-to-pay and willingness-to-pay survey
- BRT trip origin and destination by interview survey, used to calculate average passenger trip length in km
- Connecting trip mode by interview survey of BRT passengers
- Alternate mode would use if not BRT by interview survey of BRT passengers

[note: this list is being checked by staff for any missing items]

Mid-Term Evaluation
A mid-term evaluation was conducted during the reporting period. The final results had been presented to all parties.

Steering Committee
A steering committee meeting was held on 22nd of December 2010. The last meeting focused on program coordination between ITDP and DKI Jakarta based on recommendations of the mid-term evaluation.

Expert Review
Review of staff recommendations by ITDP internal and external international experts occurs continually throughout project execution. During the reporting period, this included:
- Review of financial model of BRT TransJakarta developed by Ernst & Young / Logit Consultants by Walter Hook
- Review of transport, financial and institutional models of Feeder System developed by SDG/KPMG Consultants by Walter Hook/Karl Fjellstorm
- Review of national pedestrian and bicycle design guidelines by Nelson Nygaard Consultants
- Review of operator contracting concept of DKI Jakarta by E.E.Sandoval
- Review of previously-made electronic ticketing system recommendations by F. Gordillo

Many additional reviews of technical, legal, and institutional aspects were conducted by in-country experts.

4.5. Provide information on the quality of baseline information and any effects (positive or negative) on the selection of indicators and the design of other project monitoring activities

- Measurements of CNG fuel consumption of buses rely from the bus manufacturer on the running condition, whereas in reality, the data suggests that 44% of the operation time is idle time, due to waiting on traffic signal and during refilling.
- Note that indicators have been revised based on input from MTE

4.6. Provide comments on the usefulness and relevance of selected indicators and experiences in the application of the same.

Using additional busway passenger-km for each objective is ineffective as a management tool because only total passenger-km is known and it is impossible to segregate these into the various objectives.

4.7. Describe any challenges in obtaining data relevant to the selected indicators; has the project experienced problems to cover costs associated with the tracking of indicators?

Updated interview survey was conducted in November 2010 by international consultants (SDG/KPMG) as part of feeder study. This survey includes the questioning regarding connecting mode, and alternate mode and origin - destination. However, for estimating the km of connecting mode trips, the consultant should analyze the origin – destination data.

4.8. Describe any changes in the indicators or in the project intervention logic, including an explanation of whether key assumptions[24] are still valid

Indicators will be revised per recommendation of MTE to reflect institutional reform effort as central part of project effort. Logic of project intervention and key assumptions are still valid

4.9. Describe how potential social or environmental negative effects are monitored

Social: The project has had ongoing media monitoring, summarizing the statements of government and key political figures in relation to the project objectives. The project's independent advisor has extensive contacts within non-government organizations and civil society, as well as government sources. An NGO forum with strong ties to a broad array of social and environmental NGOs has been formed to assist project work particularly on transport demand management and CNG supply issues.

Environmental: An ITDP staff person is responsible for monitoring environmental effects, DKI Jakarta government now conducts environmental impact analyses on planned busway corridors. Significant effort is being placed on estimating and publicizing the beneficial environmental and social impacts of the BRT's use of CNG fuel.

4.10. Please provide any other experiences or lessons relevant to the design and implementation of project monitoring and evaluation plans.

- As noted in 4.5, measurement of CNG fuel consumption rates are surprisingly high and do not match international experience. ITDP recommends against publicizing these fuel consumption figures until the CNG measuring device used can be verified as accurate.

[24] Assumptions refer to elements of the "theory of change" or "intervention logic" (*i.e, the problem is a result of A, therefore, if we change B, this will lead to C*) and not to pre-conditions for project implementation. It is a common mistake to include statements such as "political will" as an assumption. This is rather a necessary condition to implement the project.

- Project during final year will conduct intensive review of evaluation methodology for GHG impacts, utilizing cofinancing from ADB GEF project directed at this subject.

5. PROJECT IMPLEMENTATION EXPERIENCES AND LESSONS

5.1. Please summarize any experiences and/or lessons related to project design and implementation. Please select relevant areas from the list below:

- Conditions necessary to achieve global environmental benefits such as (i) institutional, social and financial sustainability; (ii) country ownership; and (iii) stakeholder involvement, including gender issues.
- Institutional arrangements, including project governance;
- Engagement of the private sector;
- Capacity building;
- Scientific and technological issues;
- Interpretation and application of GEF guidelines;
- Factors that improve likelihood of outcome sustainability;
- Factors that encourage replication, including outreach and communications strategies;
- Financial management and co-financing.

The period June 2010 – June 2011 saw significant improvement on the DKI Jakarta commitment to follow and implement ITDP's recommendations on several issues. While the current DKI administrative staffs have shown biggest support to the successful of the project, and the time needed for decision making process has been cut significantly, some major problems such as long and bureaucratic planning, budgeting and procurement process still become the bottleneck of each program implementation. Externally, public and parliament pressure on improving Transjakarta is increasing, and with governor election coming in 2012, the governor is expected to show significant improvement on Transjakarta level of service.

Some engagement with private sector in the industry, such as bus operator, bus manufacturers have been improved significantly over the last year, which gives ITDP an opportunity to suggest the improvement directly to the industry, rather than communicating it through the government, which is sometimes misleading. Better technologies on the bus fleet and bus operation process have been successfully introduced and some have been implemented. However, capacity building for the government staff is also needed to ensure such improvement continues in the future.

The need to have better institutional arrangement and more flexibilities in providing Transjakarta service is also realized by the governor and the governor has committed to transform the current institutional settings of Transjakarta organization to a state-own-enterprise style company (BUMD) to be able to cope with operational demand. Many people have also now appreciated that it is really important to have a strong

management body to run a BRT system in the city. With this in mind, ITDP in many occasions have been addressing the issue to other cities as well as the national government to avoid them having the similar problem experienced in Transjakarta.

The CNG problems have been solved by the issuance of the Ministerial Decrees of Energy & Mineral Resources which regulate the CNG price, prioritize CNG supply for transportation and its specification. Unfortunately, CNG refueling for TransJakarta buses remains a problem due to limited number of gas stations close to busway corridors, some of gas stations have limited quota and some of them have a conservative old engine system. With such long-term difficulties of CNG issues, the Government of Jakarta had considered using diesel-fuelled buses.

As Transjakarta now has the longest corridor length in the world with over 140 km of exclusive lane in 10 corridors, the opportunity to become a "Gold-standard" BRT system in the world is there. Additionally, by optimizing Transjakarta operation, adding more fleet and expand some over-saturated stations, the system could potentially see the passenger ridership triple in couple of years.

There is a large area of potential modal shift GHG impacts which we are not yet measuring as part of our analysis: savings from switching from buses caught in traffic to BRT buses. This could increase the calculation of GHG emission reductions substantially, since it is the majority of the BRT passengers. However, we do not have good data on the fuel consumption of these older, generally smaller, congested buses and para-transit. Plus, progress to rationalize their routes is slow at best, so many are still operating with fewer passengers. Through the feeder study which is being implemented, this factor will be analyzed in detail as part of the review of GHG methodology for transportation.

6. Climate Change Tracking Tool

Project contribution to Climate Change Strategic Priorities & Programs							
Transport							
Project Title	GEF Project ID	GEF Grant million US$	Direct GHG Reductions to Date (Mt CO2)	Indirect GHG Reductions to Date (Mt CO2)	GEF-4 SP5: Indicator 1: Adoption/Creation/Enactment/of Sustainable Transport Policy	GEF-4 SP5: Indicator 2: No. of Annual Person-trips Taken on Sustainable Transport to Date	
Bus Rapid Transit & Pedestrian Improvements Project in Jakarta	GF/ 4010 – 06 – 06	5.8	560 T	60- 6000 T	Bus rapid transit = 4 Non-motorized transport = 4 Transport demand management = 1	100,253,134	