

Collaborative Management Initiative in Komodo National Park

Goal: a well-managed self-sustaining park, i.e. effectively protecting the bio-diversity in the park, enhancing fisheries around the Park, maximizing benefits to the local communities, and ensuring the use of park's resources for tourism and education in a sustainable way

Background and status quo

Upon invitation from the Indonesian Authorities in 1995, The Nature Conservancy (TNC) has assisted the Directorate General of Forest Protection and Nature Conservation with the design and implementation of a 25-year management plan for Komodo National Park. Established as a National Park in 1980 for the protection of the Komodo dragon, and declared a World Heritage Site and a Biosphere Reserve by the United Nations, Komodo National Park is one of the world richest marine environments extending 113,060 ha of marine waters and 56,274 ha of land. Over-exploitation of the natural resources and destructive fishing practices are the key threats to the Park.



The 25-year management plan was developed in association with extensive coral and fish monitoring programs, comprehensive community outreach and conservation awareness campaigns and sustainable livelihood activities, and a strong cross-sectoral patrolling and enforcement program.

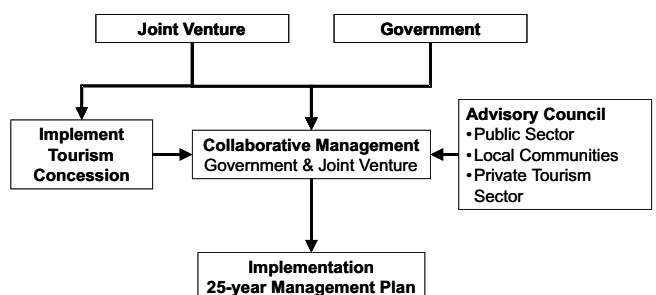
The implementation of the plan and the ongoing conservation efforts will only be sustainable when the following critical constraints are addressed: 1) limited park management capacity, 2) decline in the government budget to support of marine protected areas in Indonesia. It is difficult under present circumstances for one single agency to manage a large number of protected areas. Collaborative management strengthens effective management of protected areas and has become the accepted practice worldwide. A collaborative management initiative and a long term financing plan have been developed to address the key constraints for professional and effective management of the Park.

25-year management plan-legal framework

The plan has been developed from extensive ecological and socio-economic studies, five-years of on-site management experience and engagement of international park management expertise, comparative studies on other World Heritage Sites and National Parks, and extensive stakeholder consultations. It provides the legal framework for the regulation of all activities in the Park. Following local community consultation, the plan provides detailed zoning of areas in the Park into those that can be utilized for fishing, recreational or other uses and those that are set aside for conservation of the resources that sustain all life in the Park. In 2000, the plan was endorsed and signed by the local Government of the District of Manggarai, where KNP is situated. In addition, it received the support of the local parliament (DPRD, community representatives) of the same District and written endorsement of local village leaders in the sub-districts of Komodo and Sape, on either side of the Park. The plan was published in June 2000 and is available on the Park's official website: www.komodonationalpark.org

Collaborative Management- institutional strengthening and capacity building

Komodo National Park (KNP) is embarking on a collaborative management approach, involving all key stakeholder groups in the management of the protected area. These include the park authority (PHKA), local government, a Joint Venture, between an international NGO (TNC) and a local tourism company (Jaytasha Putrindo Utama), as well as local communities, government agencies, and private sector organizations. A tri-partite collaborative management agreement between the Joint Venture, called "*Putri Naga Komodo*", PHKA and the local government is being developed to strengthen the Park's capacity in conservation management, monitoring and enforcement and sustainable livelihood activities, awareness programs and eco-tourism activities.



Proposed Collaborative Management Structure for KNP

This is a fundamental transformation in park management towards a more professional management system. The involvement of the public sector, tourism sector and local communities will be assured through their ongoing representation in the advisory council to the collaborative park management consisting of three divisions: public sector, local communities living in and around the Park and the private tourism sector. This represent a groundbreaking policy experiment for the government of Indonesia and for management of protected areas in general.



Local stakeholder meeting

Tourism Concession - long term financing

The 25-year management plan establishes an Eco-tourism Concession with the goal of protecting the park's bio-diversity and generating revenues required for the park in a way that is environmentally sound, socially responsible and economically viable. While the collaborative management agreement provides the governance structure for the management of the Park, the Tourism Concession will be responsible for financial management, investments in Park infrastructure and marketing. A Joint Venture company (JV) “*Putri Naga Komodo*” has been established to run the concession. The charter of the JV directs that any profits and revenues earned will be invested back into conservation. The rationale behind the agreement was based on a proven track record of each partner in investing in KNP, as well as complementarities between the conservation NGO and the tourism-oriented private sector company. This concept has been presented at various national and local meetings for government audiences, NGOs, the tourism sector, and local communities. In addition, it has been presented at several international and national conferences and workshops to solicit feedback and comments.

A controlling shareholding in the Concession ensures TNCs ability to fulfill its obligation to ensure the compatibility of all activities in the park. To ensure compliance with the collaborative management and concession agreements, bio-diversity conservation benchmarks will be evaluated regularly by the Government of Indonesia, public financial auditors and international organizations (such as IUCN, UNESCO).

Indonesian law requires that the Concession include an Indonesian shareholder. To enhance the standard and the quality of visitation facilities and enhance the experience visitors have in the Park, a joint venture company was formed between TNC and an Indonesian company with extensive tourism expertise and experience which has been selected as a minority shareholder in the Concession. It is expected that an enhanced visitor experience will justify increased user fees by foreign visitors to support protection of the Park. At appropriate fee levels the Park is expected to achieve financial self-sustainability in 7-15 years. Incentive mechanisms are being developed to ensure the sustainable use and protection of the Park's resources. Regulatory compliance systems will also be put in place and/or strengthened.

As the concession terms are still under negotiation with the Ministry of Forestry they are not yet publicly available. We can state unequivocally, however, that the terms and conditions explicitly state that:

- The objective of the concession is to sustain the preservation of bio-diversity in the Park by generating revenues based on eco-tourism activities and building on-site capacity.
- Shareholders will not, under any circumstances, make any financial gain from the company established for this purpose as stated in the JV articles of association.
- All revenue generated in and from the use of the Park will be used specifically and only for management and conservation of the Park, and to continue to fund existing local communities and government interests.
- The Indonesian National Park Authorities under the Ministry of Forestry will have the full mandate over to Park management and enforcement activity.
- A micro-enterprise fund for local family-based businesses and a community development grant system will be developed to finance urgent welfare needs.
- No exclusive or preferential rights to any aspect of Park entry or use will exist in any form, to anyone. Equal access to the Park by all users is assured, subject only to total visitation numbers from all sources not exceeding a rigorous science-based assessment of that the sustainable carrying capacity of the Park.
- There will be no hotel or resort development in the National Park and concession area.



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