

マレーシア国
ボルネオ生物多様性・生態系保全
プログラム（フェーズ2）
中間レビュー調査報告書

平成22年11月
(2010年)

独立行政法人国際協力機構
地球環境部

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序 文

国際協力機構は、マレーシア国政府からの技術協力の要請を受け、2007年10月から同国において「ボルネオ生物多様性・生態系保全プログラム（フェーズ2）」を開始しました。

本プログラム開始後2年2か月にあたり、当機構はプログラムの進捗状況や現状を把握、評価し、同国の関係者や派遣専門家に対し適切な助言と指導を行うため、2009年11月16日から12月12日まで当機構地球環境部森林・自然環境保全第一課の睦好絵美子課長を総括とする中間レビュー調査団を派遣しました。

調査団は、マレーシア側メンバーと構成した合同中間レビュー調査チームとして過去2年2か月間の投入実績、活動の達成度を確認し、マレーシア国政府関係者との協議及び現地調査の実施を通して、プログラムの運営や事業内容等に対して必要な提言を行いました。

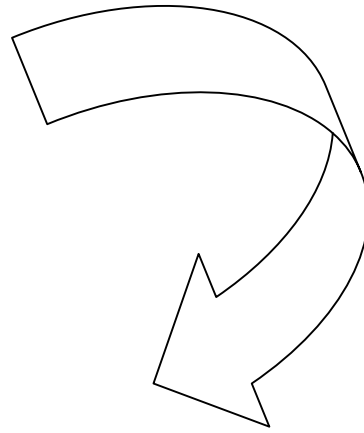
この報告書が本プログラムの今後の進捗に役立つとともに、この技術協力が両国の友好・親善の一層の発展に寄与することを期待します。

終わりに、この調査にご協力とご支援をいただいた関係者の皆様に対し、心から感謝の意を表します。

平成22年11月

独立行政法人国際協力機構
地球環境部長 江島 真也

位置図



写 真



天然資源庁への表敬、及び意見交換の様子。



サバ大学副学長への表敬、及び意見交換の様子。



公園局での関係者とのディスカッション。



サバ州官房長への表敬、意見交換の様子。



ラムサール登録湿地の視察に向かうボート。



現地視察に訪問したアバイ村。



レインフォレスト・ディスカバリー・センターにて、スタッフから環境教育活動の説明を受ける。



プログラムの主要関係者が一同に会し、評価報告書の内容について議論する。



プログラム運営会議の様子。(12月10日)



ミニッツ署名。(12月10日)

略 語 表

| | | |
|-------|--------------------------------------------------------|-----------------------|
| ABS | Access and Benefit Sharing | 遺伝子資源のアクセスと利益配分 |
| ACB | ASEAN Center for Biodiversity | アセアン生物多様性センター |
| BBEC | Bornean Biodiversity Ecosystems Conservation Programme | ボルネオ生物多様性・生態系保全プログラム |
| CEPA | Communication, Education, Participation and Awareness | コミュニケーション・教育・参加・普及啓発 |
| C/P | Counterpart | カウンターパート |
| CRP | Crocker Range Park | クロッカー山脈公園 |
| CUZ | Community Use Zone | コミュニティー・ユース・ゾーン |
| DID | Department of Irrigation and Drainage | サバ州灌漑排水局 |
| EPD | Environment Protection Department | サバ州環境保護局 |
| ITBC | Institute for Tropical Biology and Conservation | サバ大学熱帯生物学・保全研究所 |
| JFY | Japanese Fiscal Year | 日本予算年 |
| JICA | Japan International Cooperation Agency | 独立行政法人国際協力機構 |
| JOCV | Japan Overseas Cooperation Volunteer | 青年海外協力隊 |
| LSD | Lands and Surveys Department | サバ州土地調査局 |
| LSWCA | Lower Segama Wildlife Conservation Area | セガマ河下流域野生生物保全区 |
| MAB | Man and Biosphere | ユネスコ・人と生物圏プログラム |
| NRO | Natural Resources Office | サバ州主席大臣府天然資源庁 |
| PCM | Project Cycle Management | プロジェクト・デザイン・マトリックス |
| PgDM | Prigramme Design Matrix | プログラム・デザイン・マトリックス |
| PO | Plan of Operation | 活動計画 |
| RDC | Rainforest Discovery Center | レインフォレスト・ディスカバリー・センター |
| SaBC | Sabah Biodiversity Center | サバ州生物多様性センター |
| SEEN | Sabah Environemental Education Network | サバ州環境教育ネットワーク |
| SFD | Sabah Forestry Department | サバ州森林局 |
| SPs | Sabah Parks | サバ州公園局 |
| SWD | Sabah Wildlife Department | サバ州野生生物局 |

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|------|----------------------------------|-------------|
| TCTP | Third Country Training Programme | 第三国研修 |
| TEK | Traditional Ecological Knowledge | 伝統的生態智 |
| UMS | Universiti Malaysia Sabah | マレーシア国立サバ大学 |
| UST | Science and Technology Unit | サバ州科学技術室 |

評価調査結果要約表

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| 1. 案件の概要 | |
| 国名：マレーシア | 案件名：ボルネオ生物多様性・生態系保全プログラム（フェーズ2） |
| 所管部署：地球環境部 森林・自然環境保全第一課 | 援助形態：技術協力プロジェクト |
| 協力期間：2007年10月1日～2012年9月30日 | 先方関係機関：マレーシア国サバ州の生物多様性評議会及び生物多様性センターを含むサバ州政府機関（天然資源庁、公園局、野生生物局、森林局、科学技術室、土地調査局等）、マレーシア国立大学 |
| <p>1-1 協力の背景と概要</p> <p>マレーシア国サバ州のあるボルネオ島には、東南アジア最高峰のキナバル山やアジアゾウの生息する低地熱帯林、汽水域のマングローブ林など、世界的に多様な生態系と生物相が見られる。しかしながら、ボルネオ島の熱帯林は、伐採やプランテーション開発により急速に減少しており、近年、森林の減少とともに、絶滅危惧種が多くなっている。</p> <p>JICAは、サバ州における生物多様性や生態系保全活動の体制・手法整備と人材育成に対する技術協力の要請をマレーシア国から受け、熱帯雨林やマングローブ林を中心とする陸域生態系に注目し、サバ州の生物多様性保全のために2002年2月から2007年1月まで「ボルネオ生物多様性・生態系保全プログラム（フェーズ1）」を実施した。</p> <p>具体的には、プログラムを4つのコンポーネント（研究・教育、公園管理、野生生物生息域管理、及び環境啓発）から構成するとともに、全体に共通するものとして、モニタリング体制強化、関連機関の能力統合及びプログラムの進捗、成果等の公開を行い様々な成果を得た。</p> <p>2006年9月に実施したフェーズ1終了時評価調査団によって、「生物多様性・生態系保全の体制案を取りまとめ、サバ州政府に提案すべきである」という提言がなされたことを受け、プログラム及びサバ州関係機関で検討が行われ、「2000年に制定されたサバ州生物多様性条例に定められた『サバ州生物多様性評議会とサバ州生物多様性センター』が中心となってサバ州全体の生物多様性保全を行っていくべきである」という趣旨の提案書がサバ州政府官房長に対して提出された。その後サバ州政府は、生物多様性評議委員を正式に任命し、生物多様性センター設立準備室を設置するとともに、フェーズ1終了時評価調査での評価結果も踏まえた技術協力を日本政府に対して要請した。</p> <p>これを受けJICAは、2006年11月及び2007年3月に事前調査、2007年9月に実施協議調査を実施し、「ボルネオ生物多様性・生態系保全プログラム（フェーズ2）」として討議議事録（R/D）にてマレーシア側と協力内容に関し合意し、署名・交換を行った（2007年9月11日）。</p> | |
| <p>1-2 協力内容（中間レビューによる改訂前）</p> <p>(1) 上位目標</p> <p>サバ州の生物多様性と生態系保全が強化されるとともに、保全モデルとして国際的に認知される。</p> <p>(2) プログラム目標</p> <p>サバ州における生物多様性・生態系保全のための体制が強化されるとともに、マレーシアの国内外への知識・情報発信の拠点となる。</p> | |

| <p>(3) アウトプット</p> <p>1) サバ州生物多様性評議会／センターの機能・実施能力が強化される。</p> <p>2) 生物多様性・生態系保全活動が継続され、適切に実施される。</p> <p>3) 生物多様性・生態系保全に関する情報発信と研修実施能力が強化される。</p> <p>(4) 投入 (評価時点)</p> <p>日本側：</p> <table border="0"> <tr> <td>長期専門家派遣</td> <td>4名</td> <td>機材供与</td> <td>約1400万円</td> </tr> <tr> <td>短期専門家派遣</td> <td>10名</td> <td>ローカルコスト負担</td> <td>約7600万円</td> </tr> <tr> <td>研修員受入</td> <td>28名</td> <td></td> <td></td> </tr> </table> <p>マレーシア国側：</p> <table border="0"> <tr> <td>カウンターパート配置</td> <td>65名</td> <td></td> <td></td> </tr> <tr> <td>土地・施設提供</td> <td></td> <td></td> <td></td> </tr> <tr> <td>その他 (プログラム運営費等)</td> <td></td> <td></td> <td></td> </tr> </table> | | 長期専門家派遣 | 4名 | 機材供与 | 約1400万円 | 短期専門家派遣 | 10名 | ローカルコスト負担 | 約7600万円 | 研修員受入 | 28名 | | | カウンターパート配置 | 65名 | | | 土地・施設提供 | | | | その他 (プログラム運営費等) | | | |
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| 長期専門家派遣 | 4名 | 機材供与 | 約1400万円 | | | | | | | | | | | | | | | | | | | | | | |
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| 土地・施設提供 | | | | | | | | | | | | | | | | | | | | | | | | | |
| その他 (プログラム運営費等) | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2. 評価調査団の概要 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 団員構成 | (総括) 睦好 絵美子 JICA 地球環境部森林・自然環境保全第一課 課長 (生態系保全) 荻野 和彦 滋賀県立大学 名誉教授 (自然環境行政) 中島 慶次 環境省自然環境局野生生物課 課長補佐 (評価計画) 神田 強 JICA 地球環境部森林・自然環境保全第一課 職員 (評価分析) 石坂 浩史 アイ・シー・ネット株式会社 コンサルタント | | | | | | | | | | | | | | | | | | | | | | | | |
| 調査期間 | 2009年11月16日～2009年12月12日 評価種類：中間レビュー | | | | | | | | | | | | | | | | | | | | | | | | |
| 3. 評価結果の概要 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3-1 実績の確認 | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>ここではプログラム目標の達成状況についてのみ記述し、3つのアウトプットに関する達成状況についてはそれぞれ本文を参照されたい。</p> <p>プログラム目標の達成状況を把握するために3つの指標が設定されているが、その達成状況は下表のとおり。いずれの指標についても現時点においては満たされていない。</p> <p>(プログラム目標)</p> <p>サバ州における生物多様性・生態系保全のための体制が強化されるとともに、マレーシアの国内外への知識・情報発信の拠点となる。</p> <table border="1"> <thead> <tr> <th>指標</th> <th>達成状況</th> </tr> </thead> <tbody> <tr> <td>1 サバ州の生物多様性保全戦略が評議会によって承認される。</td> <td rowspan="3"> <ul style="list-style-type: none"> プログラムの経験・成果が集大成され、サバ保全戦略の改訂に役立てられる予定。 サバの経験・成果は情報発信活動と第3国研修実施により他州・国外へ伝えられている。 </td> </tr> <tr> <td>2 上記の戦略に従って、xx 個の活動が実施される。</td> </tr> <tr> <td>3 プロジェクトに関連する職員がマレーシア国内外から研修講師として招へいされる。</td> </tr> </tbody> </table> <p>指標1「サバ州の生物多様性保全戦略が評議会によって承認される」については、達成されるためには大きな外部条件が満たされる必要があり、指標としては適切でないと考えられる。プログラムでは1992年に策定されたサバ保全戦略を改訂して、サバ州の生物多様性保全戦略とすることを考えている。このためにはまず、サバ保全戦略の内容を十分に検討する時間が必要。プログラムの成果を改訂に反映させるためには、十分な成功例や教訓を導く必要もある。そのうえで生物多様性評議会の承認を得る必要があるが、プログラムは同評議会の運営に関して権限を持たない。こうしたことから、この指標をプログラム終了までに達成できる可能性は高くない。</p> <p>同様な理由で、指標2「上記の戦略に従って、xx 個の活動が実施される」についても、設定される数値目標にかかわらず、その達成見込みは高くない。</p> | | 指標 | 達成状況 | 1 サバ州の生物多様性保全戦略が評議会によって承認される。 | <ul style="list-style-type: none"> プログラムの経験・成果が集大成され、サバ保全戦略の改訂に役立てられる予定。 サバの経験・成果は情報発信活動と第3国研修実施により他州・国外へ伝えられている。 | 2 上記の戦略に従って、xx 個の活動が実施される。 | 3 プロジェクトに関連する職員がマレーシア国内外から研修講師として招へいされる。 | | | | | | | | | | | | | | | | | | |
| 指標 | 達成状況 | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 サバ州の生物多様性保全戦略が評議会によって承認される。 | <ul style="list-style-type: none"> プログラムの経験・成果が集大成され、サバ保全戦略の改訂に役立てられる予定。 サバの経験・成果は情報発信活動と第3国研修実施により他州・国外へ伝えられている。 | | | | | | | | | | | | | | | | | | | | | | | | |
| 2 上記の戦略に従って、xx 個の活動が実施される。 | | | | | | | | | | | | | | | | | | | | | | | | | |
| 3 プロジェクトに関連する職員がマレーシア国内外から研修講師として招へいされる。 | | | | | | | | | | | | | | | | | | | | | | | | | |

指標 3「プログラムに関連する職員がマレーシア国内外から研修講師として招へいされる」については、第三国研修の経験も踏まえ、将来、カウンターパートが他州や海外で研修講師を務める可能性は高い。

指標の達成状況と達成見込みは芳しくないが、プログラム目標の前半「サバ州における生物多様性・生態系保全のための体制が強化される」については、着実な前進が見られる。

具体的には、サバ州生物多様性センターが調整役となり、生物多様性保全を総合的に計画・実施・管理できるようになるということで、例えば、環境教育政策の施行と関連する活動の実施、キナバタンガンーセガマ河下流域湿地をラムサール条約に登録するための作業と管理計画の策定などを通して、複数の機関が協力しながら課題解決にあたっていくという仕組み作りを、実践を通して進めている。

プログラム目標後半の「マレーシアの国内外への知識・情報発信の拠点となる」の達成見込みについては、「拠点となる」ことの意味が不明確なため現行の指標では判断できないが、サバ大学とサバ州関係機関の生物多様性保全に関する知識・技術を国内外に伝達する能力が高められる可能性は高い。

こうしたことと、各アウトプットの達成状況（本文を参照）と今後の活動の方向性をふまえると、プログラムは目標達成に向けて着実に前進していると判断できる。

3-2 評価結果の要約

(1) 妥当性

プログラムは、これまで弱かったサバ州の生物多様性・生態系保全を総合的に進めていく体制を構築・強化していくことを主目的とし、現地のニーズに合致し妥当性が高い。

また、マレーシア政府は2020年までに先進国入りするという目標、同じく熱帯生物多様性の保全・研究・利用に関する拠点になるという目標を掲げている。プログラム目標の後半は、こうした観点からも妥当性が高いと言える。

(2) 有効性（予測）

特に、プログラム目標前半部の達成見込みは高く、生物多様性・生態系保全に関する課題を調整する役割を担うサバ州生物多様性センターは、多くの機関が共同で取り組む必要がある複数の課題に取り組んでおり、すでにラムサール条約への登録、環境教育政策の施行など目に見える成果を上げている。

(3) 効率性

アウトプットの達成状況はほぼ適切であり、多くの活動は計画どおり実施されていることから、効率性は高い。ただし、CUZ、サバ州環境教育政策、セガマ河下流域野生生物保全区に関し、一部の活動の進捗が遅れた。従って、PgDMバージョン1によると、遅くとも4年目からは長期専門家2人体制でプログラムを運営する計画だが、その計画は見直すべきである。今後、第1フェーズを含むプログラムの成果を集大成して、サバ州が生物多様性・生態系保全活動を発展させることができるようにするとともに、マレーシア国内外でその成果を活用できるようにするための作業を行う必要がある。

(4) インパクト

次のような兆候が観察され、上位目標が達成される可能性は高い。

- プログラムはサバ州生物多様性センター設立の触媒となり、関係機関の連携・協働を活性化させている。
- CUZというコンセプトの導入は、保護区のあり方に一石を投じている。従来、サバ州では人を保護区から完全に閉め出す「要塞型保全」が主流であったが、プログラム開始後、人の利用も考慮すべきという考え方が広まっている。
- ラムサール条約や UNESCO・MAB の導入などによるサバ州の国際的認知度の向上も、ゾーニングの考え、保護区の利用、保護区内外に暮らす住民の扱いについて、サバ州に先進的な考えをもたらすことが期待される。

- サバ州環境教育政策の検討を通して、33 の組織による自発的ネットワークであるサバ州環境教育ネットワークが強化・活性化されている。
- セガマ河下流域野生生物保全区に関して結ばれた覚書は、土地調査局が定める河畔保全区の管理を他の機関に委任して、生物多様性・生態系保全を進める先例となる可能性が出てきた。
- プログラムの管理に利用され、本邦研修などでも教えられている PCM 手法をプログラム外の活動に活用するカウンターパートが現れている。

(5) 自立発展性

プログラム実施機関のオーナーシップは総じて高く、プログラムの目的について共通の理解がある。一部の機関は、次期開発計画である第 10 期マレーシア・プランにプログラムの成果を持続させるための措置を盛り込む等、サバ州の生物多様性・生態系保全に関する政策は強化される見込みが高く、プログラムの取り組みや開発している仕組みが維持される可能性は高い。

また、サバ州を生物多様性保全に関する情報・研修拠点にすることにより、プログラムの成果を維持・発展させていくという戦略についても、第 3 国研修を実施するとともに、ASEAN 生物多様性センターとこうした構想について協議を行っている。

3-3 結論

プログラムの妥当性は非常に高い。有効性、効率性は高く、プログラムのコンセプトは適切である。実施プロセスにも大きな問題はない。プログラム終了までに、少なくともプログラム目標の前半は達成される可能性が高い。しかし後半の達成見込みは、「拠点となる」の「拠点」の定義次第で異なってくる。

すでに顕著な効果も観察されていて、プログラムの取り組みや開発している仕組みが維持される可能性は高い。少なくとも、上位目標の前半は達成されると考えるのに十分な兆候が見られる。後半の達成可能性については、記述に曖昧な点があるため現時点で判断することは難しい。

3-4 提言

調査団は、今回の評価結果に基づき以下のとおり各関係者に対して提言を行った。

【プログラム運営委員会に対する提言】

プログラム運営委員会は、プログラムが意図する目標が適切に反映されるように、PgDM 第 1 版を改訂し承認すること。

【プログラムに対する提言】

(1) PgDM の改訂に従い PO を更新すること。その際は、各活動を担当する責任機関を明示する必要がある。

(2) 環境教育のなかでも生物多様性保全分野に関する環境教育は、サバ州生物多様性センターが所掌することになったことから、従来この役割を担っていた科学技術室からサバ州生物多様性センターへの機能移管を促進すること。

(3) 環境保護局を新たに BBEC2 Management Committee のメンバーとする。環境保護局はサバ州環境教育政策の全体を監督する責任を負うこととなったことから、プログラムにおいてもこれまで以上に重要な役割を果たすことになる。

(4) より一層のコミュニケーションの強化を図ること。プログラムは多くの関係機関と目標を共有し事業を進める必要があることから、あらゆる機会を活用してコミュニケーションの強化を図る必要がある。

(5) ABS に関係する活動については、プログラムが支援する活動範囲を明確にし、関係者間で合意形成をはかること。

(6)今後の活動に関して、残りの協力期間と限られた投入資源を踏まえ、活動範囲が広がりすぎることのないよう慎重に検討すること。

(7)プログラムの協力効果を測る指標を体系的に収集できるようなモニタリング体制を整えること。

(8)BBEC10年間の集大成ともなるサバ州保全戦略の策定につき、早期に関係者間で共通のイメージをもち、具体的な作成作業に着手できるように議論を開始すること。

(9)研究機能を担うサバ大学と保護区管理を担う森林局、野生生物局、公園局との効果的な連携強化を図ること。

【サバ州政府に対する提言】

(1)サバ州政府、特にサバ州生物多様性評議会での議論や決定事項について、関連する情報が JICA チーフアドバイザーを含むプログラム関係者に提供されること。

(2)サバ州生物多様性センターは、その期待される役割に対して依然として人員・予算が不足しており、早期の手当てが必要である。

【マレーシア連邦政府に対する提言】

実施中の第三国研修に対する支援を継続し、同研修の自立発展に向けた準備を検討すること。

【JICA に対する提言】

(1)日本人長期専門家の派遣人数は、当初の計画ではプログラム後半にかけて低減することとしていたが、現在の広範な活動を効果的に継続していくためにも、当初計画の見直しを行うこと。

(2)プログラムのカウンターパート機関の中には JOCV が派遣されているところがあり、プログラムと JOCV の効果的な連携のあり方を検討する必要がある。

3-5 教訓

多くの関係機関を巻き込んで実施するプロジェクトの運営は容易ではない。この点で、本プログラムは、ガイドブックを作成する等活動のコンセプトを明確にし、関係者間で共有することの重要性を示している。広範な関係者の参加による計画作り、様々なレベルでの委員会の設置、ガイドブックの提供等は、同様のプロジェクトの運営にとって良い事例となる。

土地利用の管理権限がある組織から別の組織に委譲されるようなケースを扱う場合、慎重に対処する必要がある。本プログラムでは、セガマ河下流野生生物保護区の境界画定がそのケースにあたるが、多くの場合このような委譲プロセスは時間及び費用を要する。従って、円滑に事業を実施するためにも、このような委譲プロセスについては、プロジェクトの前提条件もしくは外部条件としてモニタリングするように設計することが望まれる。

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第1章 中間レビューの概要

1-1 中間レビューの目的

本プログラム（ボルネオ生物多様性・生態系保全プログラム（フェーズ2））は2007年10月から2012年9月までの5年間の協力期間で開始し、今般、開始から2年2ヶ月経過したところでプログラムを取り巻く状況も変化してきていることから、これまでの活動が順調に効果発現に向けて実施されているかどうかを検証し、必要に応じて、計画の見直しに向けた具体的な改善策を提言すべく、今回の中間レビュー調査団の派遣に至った。

中間レビューでは、以下の3点を主な目的とした。

- (1) プログラム・デザイン・マトリクス (PgDM)¹及び活動計画 (PO) に基づき、投入実績、活動実績、計画達成度を調査・確認し、評価5項目（妥当性、有効性、効率性、インパクト、自立発展性）の観点から、マレーシア側関係者ととともに、プログラムの中間レビューを行い、評価レポートに取りまとめる。
- (2) プログラム後半及び終了後（出口戦略）に係る課題整理を念頭に、協力をより効果的・効率的に実施するために必要な事項の検討と、必要に応じ、軌道修正の必要性を検討し、提言を行う。
- (3) マレーシア側と合意された事項をミニッツに取りまとめ署名する。

1-2 合同評価チームの構成

(1) 日本側

| | | |
|--------|--------|-------------------------------------------|
| 総括 | 睦好 絵美子 | JICA 地球環境部 森林・自然環境グループ 森林・自然環境保全第一課 課長 |
| 生態系保全 | 荻野 和彦 | 滋賀県立大学、愛媛大学 名誉教授 |
| 自然環境行政 | 中島 慶次 | 環境省 自然環境局 野生生物課 課長補佐 |
| 評価計画 | 神田 強 | JICA 地球環境部 森林・自然環境グループ 森林・自然環境保全第一課 職員 |
| 評価分析 | 石坂 浩史 | アイ・シー・ネット株式会社 コンサルタント |

(2) マレーシア側

| | | |
|----|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| 総括 | Mr. Abd. Rahman Bin Yusof | Principal Assistant Secretary, Conservation and Environmental Management Division, Ministry of Natural Resources and Environment |
| 団員 | Ms. Therese Tiu Kok Moi | Assistant Director, Environment and Natural Resource Economic Section, Economic Planning Unit, Prime Minister's Department, Federal Government |

¹ 通常の JICA プロジェクトにおける PDM（プロジェクト・デザイン・マトリクス）に相当する。

1-3 評価調査日程

調査期間は2009年11月16日(月)から2009年12月12日(土)までであり、詳細な現地調査日程は下表のとおり。

表 詳細調査日程

| | | | 官団員(荻野、中島、神田)(睦好団長は12/3に合流。) | コンサルタント団員(石坂) |
|----|--------|-----|----------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|
| 1 | 16-Nov | Mon | | 13:30 成田発→18:35 コタキナバル着 (MH081) |
| 2 | 17-Nov | Tue | | ラムサール管理計画に関するワーキンググループ I の視察 SFD、RDC 担当者へのインタビュー |
| 3 | 18-Nov | Wed | | NRO、EPD 担当者へのインタビュー |
| 4 | 19-Nov | Thu | | SaBC、GDF(Global Diversity Foundation)担当者へのインタビュー |
| 5 | 20-Nov | Fri | | プロジェクト専門家との打合せ ITBC、UMS 担当者へのインタビュー |
| 6 | 21-Nov | Sat | | 資料整理 |
| 7 | 22-Nov | Sun | | 資料整理 |
| 8 | 23-Nov | Mon | | SPs へのインタビュー プロジェクト専門家との打合せ |
| 9 | 24-Nov | Tue | | SWD 担当者へのインタビュー |
| 10 | 25-Nov | Wed | | UST、DID 担当者へのインタビュー |
| 11 | 26-Nov | Thu | | Launching Ceremony of Sabah Environmental Education Policy の視察 LSD 担当者へのインタビュー |
| 12 | 27-Nov | Fri | | レポート作成 |
| 13 | 28-Nov | Sat | | WWF マレーシア担当者へのインタビュー レポート作成 |
| 14 | 29-Nov | Sun | 10:30 成田発→17:05 クアラルンプール着 (MH089) | レポート作成 |
| 15 | 30-Nov | Mon | JICA マレーシア事務所との打ち合わせ EPU 及び MONRE とのミーティング(合同評価調査団) 在マレーシア日本大使館への表敬 17:20 クアラルンプール発→19:55 コタキナバル着 (MH2662) | レポート作成 官団員との合流 |
| 16 | 1-Dec | Tue | 調査団内ミーティング プロジェクト専門家との打ち合わせ マネジメント・コミッティとのミーティング 在コタキナバル日本国総領事館への表敬 | |
| 17 | 2-Dec | Wed | サバ州天然資源庁(NRO)長官への表敬 サバ州天然資源庁とのミーティング サバ州生物多様性センター(SaBC)とのミーティング サバ大学(UMS) Vice-Chancellor への表敬 サバ大学熱帯生物学保全研究所(ITBC)-UMS とのミーティング | |
| 18 | 3-Dec | Thu | サバ州公園局(SPAs)とのミーティング サバ州野生生物局(SWD)とのミーティング UST とのミーティング State Secretary への表敬 【睦好団長】 13:30 成田発→18:35 コタキナバル着 (MH081) | |

| | | | |
|----|--------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 19 | 4-Dec | Fri | <p>コタキナバル発→サンダカン着 コタキナバル→サンダカン サバ州森林局 (SFD) とのミーティング セガマ川下流域ラムサールサイト訪問 サンダカン発→Sukau 着</p> |
| 20 | 5-Dec | Sat | <p>グループA：クロッカー山脈公園におけるCUZ候補地訪問 グループB：キナバル公園におけるICCA調査地 【コンサルタント以外の団員】 Sepilok 着 レインフォレスト・ディスカバリー・センター (RDC) とのミーティング Kg. Bundu Tuhan へ移動、ICCA ポテンシャルサイト訪問 【睦好団長、中島団員、神田団員】 コタキナバルへ移動 【コンサルタント団員】 コタキナバルへ移動 レポート作成</p> |
| 21 | 6-Dec | Sun | <p>【睦好団長、中島団員、神田団員、コンサルタント団員】 レポート作成及び佐々木専門家とのミーティング 【荻野団員】 Mahua Sub-Station, CRP 視察 CRP CRP 本部訪問及びSPs へのインタビュー 提案中のCUZ 訪問</p> |
| 22 | 7-Dec | Mon | <p>Ulu Senagang、Tambunan 視察 Partmanent plot 訪問 コタキナバルへ移動 レポート作成及びプロジェクト専門家とのミーティング</p> |
| 23 | 8-Dec | Tue | <p>PgDM 改訂にかかるワークショップ 経済企画院 (EPD) 担当者へのインタビューとのミーティング レポート作成</p> |
| 24 | 9-Dec | Wed | <p>マネジメント・コミッティとのミーティング 在コタキナバル日本国総領事への評価結果報告 マレーシア側団員コタキナバル着</p> |
| 25 | 10-Dec | Thu | <p>プログラム運営会議における評価結果の承認 ミニッツ署名 18：40 コタキナバル発→21：05 クアラルンプール着 (MH709)</p> |
| 26 | 11-Dec | Fri | <p>EPU 及び MONRE への評価結果報告 (JICA マレーシア事務所員同行) 在マレーシア日本大使館への評価結果報告 (JICA マレーシア事務所員同行) 23：35 クアラルンプール発 (MH088)</p> |
| 27 | 12-Dec | Sat | <p>→06：55 成田着</p> |

第2章 プログラムの概要

2-1 背景

マレーシア国サバ州には、東南アジア最高峰のキナバル山やアジアゾウの生息する低地熱帯林、汽水域のマングローブ林など、世界的に多様な生態系と生物相が見られる。しかしながら、ボルネオ島の熱帯林は、伐採やプランテーション開発により急速に減少しており、加えて保護区の面積率が低いことから、近年、森林の減少とともに、絶滅危惧種が多くなっている。このため、サバ州における生物多様性や生態系保全活動の体制・手法整備と人材育成に対する技術協力が要請されたことを受け、主に熱帯雨林やマングローブ林を中心とする陸域生態系に注目し、サバ州の生物多様性保全のため、「自然保全のための包括的なアプローチ」をプロジェクト目標として、2002年2月から2007年1月まで「ボルネオ生物多様性・生態系保全プログラム（フェーズ1）」を実施した。具体的には、プログラムを4つのコンポーネント（研究・教育、公園管理、野生生物生息域管理、及び環境啓発）から構成するとともに、全体に共通するものとして、モニタリング体制強化、関連機関の能力統合及びプログラムの進捗、成果等の公開を行い様々な成果を得た。

2006年9月に実施したフェーズ1終了時評価調査団によって、「生物多様性・生態系保全の体制案を取りまとめ、サバ州政府に提案すべきである」という提言がなされたことを受け、プログラム及びサバ州関係機関で検討が行われ、「2000年に制定されたサバ州生物多様性条例に定められた『サバ州生物多様性評議会とサバ州生物多様性センター』が中心となってサバ州全体の生物多様性保全を行っていくべきである」という趣旨の提案書がサバ州政府官房長に対して提出された。

この提案書に対し、2006年12月にはサバ州政府官房長より、提案書の内容を受諾し、サバ州生物多様性評議会委員の任命を早急に行うとともに、サバ州生物多様性センターを機能化させることが正式に表明された。その後サバ州政府は、生物多様性評議会委員を正式に任命し、生物多様性センター設立準備室を設置するとともに、フェーズ1終了時評価調査での評価結果も踏まえた技術協力を日本政府に対して要請した。

これを受け JICA は、2006年11月及び2007年3月に事前調査、2007年9月に実施協議調査を実施し、「ボルネオ生物多様性・生態系保全プログラム（フェーズ2）」として討議議事録（R/D）にてマレーシア側と協力内容に関し合意し署名・交換を行った（2007年9月11日）。

2-2 基本計画

中間レビュー時点での基本計画は以下のとおりである。

2-2-1 プログラムの枠組み

- (1) 協力期間：2007年10月1日～2012年9月30日
- (2) 対象地域：サバ州
- (3) 協力相手先機関：サバ州生物多様性評議会及びサバ州生物多様性センターを含むサバ州政府機関（天然資源庁、公園局、野生生物局、森林局、科学技術室、土地調査局等）、マレーシア国立サバ大学等

2-2-2 上位目標

サバ州の生物多様性と生態系保全が強化されるとともに、保全モデルとして国際的に認知される。

2-2-3 プログラム目標

サバ州における生物多様性・生態系保全のための体制が強化されるとともに、マレーシアの国内外への知識・情報発信の拠点となる。

2-2-4 アウトプット

【アウトプット 1】:

サバ州生物多様性評議会／センターの機能・実施能力が強化される。

- (1-1) サバ州生物多様性評議会が機能している。
- (1-2) サバ州生物多様性センターが設立される。
- (1-3) サバ州の生物多様性・生態系保全に関する活動が、サバ州生物多様性センターによって、管理、調整されている。

【アウトプット 2】:

生物多様性・生態系保全活動が継続され、適切に実施される。

- (2-1) 州立公園、野生生物保護区、森林保護区などの保護地域が、サバ州生物多様性センターによる調整を通じて、適切に管理されている。
- (2-2) 保護地域管理のための研究・教育が推進されている。
- (2-3) フェーズ 1 にて策定されたサバ州環境教育政策が実施・モニタリングされている。

【アウトプット 3】:

生物多様性・生態系保全に関する情報発信と研修実施能力が強化される。

- (3-1) 生物多様性センターを中心に、サバ州政府の関係機関が、生物多様性・生態系保全に関する研修を、プロジェクトの成果を踏まえて、近隣地域の職員や機関に対して実施するようになる。
- (3-2) 生物多様性・生態系保全活動に関する知識や情報が、生物多様性センターを中心として、マレーシア国内外に発信されるようになる。

第3章 中間レビューの方法

3-1 評価設問と必要なデータ・評価指標

日本及びマレーシア側双方から評価メンバーを選出し、以下の要領で合同評価を実施した。また、評価結果を合同評価報告書にまとめ、合意事項をミニッツとして取りまとめ署名し交換した。

- (1) 評価調査に必要なとなる具体的な設問を検討し、評価デザインとして「評価グリッド」を作成した。評価グリッドは、大きく二つのパートから構成され、第一に、プログラムの実績及び実施プロセスを検証し実施状況の把握・分析を行い、これらを踏まえ、5項目評価を実施した。中間レビューの際の主な評価項目と視点は以下の表のとおり。

| 項目 | 視点 |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 実績の検証 | <ul style="list-style-type: none"> 投入は計画通り実施されているか アウトプットは計画通り産出されているか（指標との比較） プログラム目標の達成の見込みはあるか（指標との比較） |
| 実施プロセスの検証 | <ul style="list-style-type: none"> 活動は計画通りに実施されているか 技術移転の方法に問題はないか マネジメント体制（モニタリング、コミュニケーション、意思決定過程等）に問題はないか プログラムに対するC/Pの当事者意識は高いか 適切なカウンターパートが配置されているか 実施過程で生じている問題や効果発現に影響を与えた要因は何か |

| 項目 | 視点 |
|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 妥当性 (現状・実績に基づいて検証) | <p><u>必要性</u></p> <ul style="list-style-type: none"> 対象地域やターゲットグループのニーズに合致しているか <p><u>優先度</u></p> <ul style="list-style-type: none"> 相手国及び日本政策との整合性はあるか <p><u>手段としての適切性</u></p> <ul style="list-style-type: none"> プログラムトの戦略・アプローチは適切か 対象地域及びターゲットグループの選定は適切か <p><u>その他</u></p> <ul style="list-style-type: none"> 事前評価以降、プログラムを取り巻く環境の変化はないか |
| 有効性 (予測) | <p><u>プログラム目標の達成予測</u></p> <ul style="list-style-type: none"> 投入・アウトプットの実績、活動の状況に照らし合わせて、プログラム目標の達成見込みはあるか プロジェクト目標の達成を阻害する要因はあるか <p><u>因果関係</u></p> <ul style="list-style-type: none"> アウトプットは、プログラム目標を達成するために十分であるか アウトプットからプログラム目標に至るまでの外部条件は、現時点においても正しいか |
| 効率性 (現状・実績に基づいて検証) | <p><u>アウトプットの達成度</u></p> <ul style="list-style-type: none"> 実績と目標値との比較に基づき、達成度は適切か アウトプット達成を阻害した要因はあるか <p><u>因果関係</u></p> <ul style="list-style-type: none"> アウトプットを産出するために十分な投入・活動であったか 活動からアウトプットに至るまでの外部条件は、現時点においても正しいか |

| | |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <u>タイミング</u> <ul style="list-style-type: none"> 過不足ない量・質の投入が実施されているか <u>コスト</u> <ul style="list-style-type: none"> プログラムの投入コストとアウトプットの関係に着目し、資源が有効に活用されているか |
| インパクト (予測) | <u>上位目標の達成予測</u> <ul style="list-style-type: none"> 投入・アウトプットの実績、活動の状況に照らし合わせて、上位目標の達成見込みはあるか 上位目標の達成により相手国へのインパクトは見込めるか プログラム目標の達成を阻害する要因はあるか <u>因果関係</u> <ul style="list-style-type: none"> 上位目標とプロジェクト目標は乖離していないか プログラム目標から上位目標に至るまでの外部条件は、現時点においても正しいか <u>波及効果</u> <ul style="list-style-type: none"> 上位目標以外の効果・影響が想定されるか 特に、マイナスの影響については、それを軽減するための対策は取られているか |
| 自立発展性 (見込み) | <u>政策・制度面</u> <ul style="list-style-type: none"> 政策的な支援は協力終了後も継続するか 関連規制、法制度は整備されているか（される予定か） 協力終了後のプログラムの活動を支援する取組みが担保されているか <u>組織・財政面</u> <ul style="list-style-type: none"> 協力終了後も、効果をあげていくための活動を実施するに足る組織能力はあるか 実施機関のオーナーシップは十分に確保されているか 予算措置は十分に講じられているか <u>技術面</u> <ul style="list-style-type: none"> 技術移転の手法は受容されつつあるか 普及のメカニズムはプログラムに取り込まれているか <u>社会・文化・環境面</u> <ul style="list-style-type: none"> 女性、貧困層、社会的弱者への配慮不足により、持続的効果を妨げる可能性はないか |
| 修正の必要性 (上記項目の評価結果を受けて検討) | <ul style="list-style-type: none"> このままでプログラム目標の達成は望めるか 投入、活動、アウトプットの内容を軌道修正する必要があるか 新たな外部条件はあるか 今後、留意していかなければならないことは何か |

しかしながら、現地調査期間中に、PgDM 第1版の指標は適切でない、あるいは、データを入手できない指標が存在することが確認できた。これに加え、PgDM 変更の必要性が合意されたため、本調査団は、アウトプットごとの指標の見直しを行いつつ、その発現状況を評価することとした。そして、評価結果ならびに PgDM 改訂にかかるワークショップの結果を基に PgDM 第2版を取りまとめ、プログラム運営会議にて承認された。PgDM 第2版は付属資料4に示すとおりである。

3-2 データ収集方法

本評価調査では、評価分析のための定性的・定量的データを以下の方法で収集した。

- 既存資料レビュー・分析
- 現地調査（サイト視察）
- インタビュー

ワークショップ

主要面談者の詳細は、付属資料 1 ミニッツ Annex1 調査日程表に記載のとおりである。

3-3 データ分析方法

現地調査期間中に集められたデータを基に、日本・マレーシアの合同評価メンバーが、付属資料 1 のとおり評価分析を行い、合同評価報告書として取り纏め、プログラム運営会議にて合意を得た。

第4章 プログラムの実績

4-1 投入実績

4-1-1 日本側投入

(1) 専門家派遣

2009年12月現在、合計で4名の長期専門家と10名の短期専門家が派遣された。専門家の派遣期間と専門分野は下表のとおり。

表 専門家派遣の実績（2007年2月～2009年12月）

A. 長期専門家

| | 専門家氏名 | 担当業務 | 派遣期間 |
|---|--------|-----------|-----------------------|
| 1 | 長谷川 基裕 | チーフアドバイザー | 2007.10.15-2009.10.14 |
| 2 | 三戸森 宏治 | 業務調整 | 2007.2.1-2008.4.30 |
| 3 | 田島 誠 | 統合保護区管理 | 2007.2.8-2010.2.7 |
| 4 | 佐々木 大吾 | 業務調整 | 2008.4.17-2010.4.16 |

B. 短期専門家

| | 専門家氏名 | 担当業務 | 派遣期間 |
|----------|--------|------------------|----------------------|
| <2007年度> | | | |
| 1 | 井口 次郎 | 組織制度強化 | 2008.1.7-2008.3.31 |
| 2 | 佐井 茂 | 森林流域管理調査 | 2008.1.20-2008.3.19 |
| 3 | 米田 政明 | 生態系管理 | 2008.2.26-2008.3.14 |
| <2008年度> | | | |
| 1 | 井口 次郎 | 組織制度強化 | 2008.4.10-2009.3.31 |
| 2 | 米田 政明 | 参加型公園管理 | 2008.12.15-2009.1.7 |
| 3 | 中村 玲子 | 広報・教育・普及啓発（CEPA） | 2009.2.5-2009.2.16 |
| <2009年度> | | | |
| 1 | 井口 次郎 | 組織制度強化 | 2009.4.10-2009.12.20 |
| 2 | 米田 政明 | 参加型公園管理 | 2009.6.22-2009.7.31 |
| 3 | 蔵治 光一郎 | 雲霧林生態系調査 | 2009.8.13-2009.8.16 |
| 4 | 米田 政明 | 参加型公園管理 | 2009.10.5-2009.11.5 |

(2) ローカルコンサルタント

2009年11月時点において、ローカルコンサルタントの雇用は計8回、RM476,405.80である²。コンサルタント名と業務内容、期間は下表のとおり。

² マレーシアの通貨単位。2009年12月現在、1マレーシア・リンギット（RM）は約38円。

| | コンサルタント名 | 担当業務 | 派遣期間 |
|-----------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| <2007 年度> | | | |
| 1 | William Unsworth, Integrated Environmental Consultants (Sabah) Sdn. Bhd. | Drafting Ramsar information Sheet | 2008. 3. 5-2008. 3. 31 |
| <2008 年度> | | | |
| 2 | William Unsworth, Integrated Environmental Consultants (Sabah) Sdn. Bhd. | Drafting Ramsar information Sheet | 2008. 4. 1-2008. 4. 22 |
| 3 | Rebecca D' Cruz, Aonyx Environmental Sdn. Bhd. | Ramsar Registration in Sabah | 2008. 5. 1-2008. 12. 30 2009. 2. 5-2009. 3. 31 |
| 4 | Shiho Imamura | Printing Design Editing and Direction | 2008. 7. 11-2008. 8. 30 |
| 5 | Global Diversity Foundation (NGO) | Traditional Ecological Knowledge in Sabah | 2009. 1. 22-209. 3. 31 |
| <2009 年度> | | | |
| 6 | Global Diversity Foundation (NGO) | Traditional Ecological Knowledge in Sabah | 2009. 4. 1-2010. 3. 31 |
| | WWF Malaysia (NGO) | GIS Map for MAN and Biosphere Reserve in and around Crocker Range Park | 2009. 5. 14-2009. 6. 30 |
| | Scubazoo Images Sdn Bhd | Production of Introductory and Educational videos About the Lower Kinabatangan and Segama Wetlands at the First Site in Sabah | 2009. 6. 26-2010. 3. 30 |

(3) 機材供与

2008 年度から 2009 年度に供与した機材（2009 年 11 月現在）は、車輛 2 台、デジタル地図 2 セット、新しく建設された SaBC のオフィス設備などで機材供与額は RM357, 852. 42 である。その内訳は別添資料 1 ミニッツ Annex5 を参照のこと。

(4) ローカルコスト負担

上述したローカルコンサルタント雇用費や機材供与額を含む日本側のローカルコスト負担は下表のとおりである。但し、日本人専門家の派遣費及び日本での研修生受入費用については含めていない。

日本側ローカルコスト負担額 (RM)

| 日本予算年 | 2006 | 2007 | 2008 | 2009 (予算額) | 合計 |
|-------|---------|----------|----------|-------------|-------------|
| 合計 | 42, 830 | 191, 706 | 719, 771 | 1, 044, 505 | 1, 998, 812 |

(5) 研修員受入

2009年11月現在、32の研修プログラムを実施している。その詳細については、付属資料1 ミニッツ Annex6 を参照のこと。

4-1-2 マレーシア国側投入

計11の組織がBBEC2に関与しており、適切な人員の配置とロジスティックにかかる経費負担がなされている。一部の組織では、調査やワークショップの実施に際して、費用負担をしている。TCTP（第3国研修）の実施にあたっては、連邦政府とJICAで費用分担をしており、その詳細は付属資料1 Annex3 のとおりである。しかし、サバ州政府とITBCの予算はBBEC2のために配分されたものではないため、マレーシア側の費用負担額の詳細はまとめられていない。

4-2 活動実績とアウトプット達成状況、今後の方針

PgDM 第1版におけるプログラム目標は、「サバ州における生物多様性・生態系保全のための体制が強化されるとともに、マレーシア国内外への知識・情報発信の拠点となる」ことであるが、「拠点となる」ことの意味が明確でないことが調査団により指摘された。さらに3つのアウトプットと各サブアウトプットの関係が理解しにくいとの指摘があった。そのため、指標ならびに活動、さらには、プログラム・ロジックの見直しも視野に入れて、アウトプット毎の進捗状況を評価した。

4-2-1 アウトプット1

アウトプット1には3つのサブアウトプットがあり、達成状況は表1のとおりである。

アウトプット1：サバ州生物多様性評議会／センターの機能・実施能力が強化される。

サブアウトプット：

- (1-1) サバ州生物多様性評議会が機能している。
- (1-2) サバ州生物多様性センターが設立される。
- (1-3) サバ州の生物多様性・生態系保全に関する活動が、サバ州生物多様性センターによって、管理、調整されている。

サブアウトプット(1-1)の指標「サバ州生物多様性評議会が計画通りに開かれる(1年に3回)」については、サバ州生物多様性評議会は2年間で4回開催されているため、部分的に達成されている。

しかしながら、この指標はプログラムの成果を測る指標としては不適切である。同評議会はプログラムの実施機関でないばかりか、プログラムでその開催頻度や議題などは全く管理できない。サブアウトプット(1-1)として記載されている「サバ州生物多様性評議会が機能」ということは、アウトプットや指標ではなく、外部条件として扱うべきである。実際、このサブアウトプットの活動4つのうち3つは実施されていない。その代わりに、プログラムは同評議会の事務局で

あるサバ州生物多様性センターの能力を高める活動に投入を集中している。

サブアウトプット（1-2）の指標1「サバ州生物多様性センターの事務所が設立され、明確な役割を持った適切な数のスタッフが配置される」は部分的に達成されている。これまでに事務所が設立され、組織機構が固まり、職員が7人配置され、業務分掌が定められている。同指標2「センターの活動戦略ができあがる」は達成されている。1つのビジョンと5つのミッションが定められている。同センターは、同評議会からラムサール条約に関するサバ州の調整窓口に指定されるなど、果たすべき役割が増えている。その反面、定められた役割を十分に遂行するために必要な要員や予算は確保できていない。

サブアウトプット（1-3）の指標「選択された活動がセンターによって実施・運営される」については達成されている。プログラムは同センターのアクションプランを策定して、実行している。同センターはラムサール条約登録湿地、クロッカー山脈公園、生態に関する伝統的知識などに関する活動を含む多くの活動に携わっている。しかしながら、この指標は活動の規模、質、結果を問わないので、プログラムの成果を測る指標としてはあまり有用でない。

表1 アウトプット1の達成状況

| 指標 | 達成状況 |
|--------------------------------------------------------|----------------------------------------------------------|
| 1-1 サバ州生物多様性評議会が計画通りに開かれる（1年に3回）。 | ● 評議会は2007年12月6日の第1回会合以来、通算4回開かれている。 |
| 1-2(1) サバ州生物多様性センターの事務所が設立され、明確な役割を持った適切な数のスタッフが配置される。 | ● センターは2008年5月に公式に発足した。7人の職員が配置されている。組織機構と職員の業務分掌も決定された。 |
| 1-2(2) センターの活動戦略ができあがる。 | ● ビジョンとミッションが設定された。 |
| 1-3 選択された活動がセンターによって実施・運営される。 | ● センターはラムサール条約や同登録湿地の管理計画策定に関する活動など、多くの活動に関わっている。 |

P0には、遺伝子資源へのアクセスと利益配分（ABS）に関する規則の草案に関する活動が記載されている。これについては、プログラムや日本人専門家の関与すべき範囲について、関係者間の意見が一致していない。規則の草案にプログラムが全面的に関わるという合意があったとする主張がある一方、他方ではプログラムの関与は基礎情報の提供などに制限すべきで、草案には関わるべきではないという主張もある。この点については、プログラム関係者で協議して、明確にする必要がある。

アウトプット1の3つのサブアウトプットは、それら自体は目的ではなく、サバ州の生物多様性・生態系保全活動を計画・調整・促進する能力を強化するという、プログラムが意図していると考えられるアウトプット1の目的を達成するための手段とみなすことができる。こうした観点から検討すると、アウトプット1については、プログラムの活動に大きな進捗の遅れはなく、十分な成果を達成していると判断できる。ただし、指標については不足や問題があるため、改善が必要である。

4-2-2 アウトプット 2

アウトプット 2 には 3 つのサブアウトプットがあり、それぞれに指標が設定されている。サブアウトプット毎に達成状況は(1)から (3) のとおりである。

アウトプット 2：生物多様性・生態系保全活動が継続され、適切に実施される。

サブアウトプット：

- (2-1) 州立公園、野生生物保護区、森林保護区などの保護地域が、サバ州生物多様性センターによる調整を通じて、適切に管理されている。
- (2-2) 保護地域管理のための研究・教育が推進されている。
- (2-3) フェーズ 1 にて策定されたサバ州環境教育政策が実施・モニタリングされている。

(1) サブアウトプット (2-1)

サブアウトプット (2-1) の達成状況は表 1 のとおり。サブアウトプット (2-1) の指標 1「xx 箇所の CUZ サイトが機能する」は、CUZ サイトは 1 箇所も設定されていないため、「xx」の数値に関係なく未達成である。CUZ に関する活動は、当初計画より遅れている。プログラムの事前調査時点では、プログラム開始時には CUZ は制度化されていると見込んだが、まだ実現していない。このため、クロッカー山脈公園以外の保護区にも CUZ を広めていくという活動は進んでいない。

CUZ の制度化については、住民の保護区利用が無秩序に広がることを懸念する管理者がいる一方、他方ではより広範に利用権利を確立したいという住民の意向があるため、困難な調整が続いている。プログラムはこうした事態に対応するために、タスクフォースを設立するなどして、住民対話、CUZ 選定基準案の検討、パイロット村のベースライン調査、生態調査などを実施して、科学的な根拠に基づく解決策を見いだすべく活動を進めている。

サブアウトプット (2-1) の指標 2「キナバタンガン河・セガマ河流域の全体又は一部が、ラムサール条約の登録湿地として公式に申請される」は、キナバタンガンーセガマ下流域湿地が 2008 年 10 月にラムサール条約に登録されたことにより達成されている。このサイトについては、引き続き、管理計画を策定するための活動が継続されている。

サブアウトプット (2-1) では、関係する指標は設定されていないが、セガマ河下流域野生生物保全区に関する活動も計画・実行されている。ただし、保全区設定に関する測量の問題や土地の管理権限の整理に時間を要していて、進捗は大きく遅れている。第 1 フェーズで実施した測量が不十分であったため、補足を迫られている。保全区を設定するためには、サバ州土地調査局から同野生生物局に土地の管理権限を移管する必要があるが、外周測量に加えて、河岸部分は別に測量が必要なことや、河岸部分の法律上の管理者は土地調査局であることなどから、野生生物局が一元的に保全区を管理できるようにするために追加投入や調整が必要になった。プログラムの事前調査時点では、こうした課題は予見されていなかった。しかしながら、調整は進み、2009 年 10 月には解決策に関する合意文書に関係者が署名している。

表 1 サブアウトプット (2-1) の達成状況

| 指標 | 達成状況 |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------|
| 2-1(1)xx 箇所の CUZ サイトが機能する。 | <ul style="list-style-type: none"> • CUZ 選定基準案が作成された。 • 一つのパイロット村のベースライン調査が完了した。 |
| 2-1(2)キナバタンガン河・セガマ河流域の全体又は一部が、ラムサール条約の登録湿地として公式に申請される。 | <ul style="list-style-type: none"> • キナバタンガンーセガマ下流域湿地が 2008 年 10 月にラムサール条約に登録された。 |

サブアウトプット (2-1) では、3つのサイトで活動を実施している。州立公園、野生生物保全区、森林保全区という 3つのタイプの保護区で、生物多様性・生態系保全活動を実践している。このサブアウトプットの目的は、サバ州政府機関やサバ大学の様々な保護区での生物多様性・生態系保全活動を実施する能力を強化することだと解釈できる。指標が不十分なため、指標の達成状況からは十分に読み取れないが、上述の活動実績やプロセスはこの目的達成に貢献していると判断できる。

(2) サブアウトプット (2-2)

サブアウトプット (2-2) の達成状況は表 2 のとおり。サブアウトプット (2-2) の指標 1「xx の調査報告書・論文が発行される」については、実績を把握できていない。指標 2「セミナーやワークショップが xx 回開かれる」については、クロッカー山脈公園の永久調査区に関するデータ分析ワークショップと、同公園での長期研究の可能性に関するセミナーが開催された。

サブアウトプット (2-2) の PgDM に記載されている目的は、「保護地域管理のための研究・教育」の推進である。クロッカー山脈公園の永久調査区の活用方法や同公園での研究活動の促進については検討が進められているが、調査・研究と保護地域管理とを結びつけるような活動はあまり行われていない。サバ大学は、プログラムでの調査・研究は保護区管理者のニーズに基づき進めるべきとの考えだが、実際には関係機関から具体的な申し入れを受けることがほとんどないという。「教育」については、このアウトプットの活動として実施されている形跡が見られない。

こうしたことから、現状ではこのサブアウトプットの目的を十分に達成することは困難と見られる。サブアウトプット (2-2) の活動は、サブアウトプット (2-1) で取り組んでいる 3つのサイトを適切に管理するために必要な調査・研究と位置づけるなどして、目的を絞った方が現実的である。そのように位置づけを変えたとしても、プログラムの目的達成には大きな影響はない。

表 2 サブアウトプット (2-2) の達成状況

| 指標 | 達成状況 |
|-------------------------------|----------------------------------------------------------------------------------------------------|
| 2-2(1)xx の調査報告書・論文が発行される。 | <ul style="list-style-type: none"> • イノボン永久調査区の定期樹木調査が 2009 年 4 月に実施された。 |
| 2-2(2)セミナーやワークショップが xx 回開かれる。 | <ul style="list-style-type: none"> • クロッカー山脈公園での長期的研究可能性に関するセミナーが 2009 年 8 月に開催された。 |

(3) サブアウトプット (2-3)

サブアウトプット (2-3) の達成状況は表 3 とおり。サブアウトプット (2-3) の指標 1「環境教育政策が評議会によって承認される」については、サバ環境教育政策が 2009 年 4 月に州内閣に承認されたことにより達成されている。指標 2「追加で、xx 個の環境教育教材が開発される」については、ラムサール登録湿地に関する紹介ビデオやポスターが制作されている。ただし、目標数値が設定されていないため、達成度を測ることはできない。指標 3「環境教育のターゲットグループが、xx 回活動を実施する」については、ラムサール登録湿地に関する環境教育キットを作成するための小委員会が結成された。この指標については、その意味を明確にして、数値目標を設定する必要がある。

同政策については、当初、第 1 フェーズで作成した案を変更することなく、生物多様性評議会の承認を得ることを想定していた。ところが、サバ州関係機関の要望により、さらなる検討・修正が行われ、観光文化環境省を通じて州内閣へ提出される運びとなった。このため、サバ州政府による公式承認が遅れた。しかしながら、検討のプロセスで、関係者間の同政策に関する役割分担が明確になり、連携が強化されるなどの副次効果もあり、関係者はその成果に満足している。さらに、環境教育教材の作成など他の関連する活動に遅れは生じていないため、この遅れはプログラム実施上の障害になっていない。

サブアウトプット (2-3) の PgDM に記載されている目的は、「サバ州環境教育政策の実施・モニタリング」であるが、このサブアウトプットの本来の目的は、生物多様性・生態系保全に関する環境教育の推進とそのための能力強化だと解釈できる。こうした観点から検討すると、これまでの活動成果や活動の方向性は妥当であると判断できる。

表 3 サブアウトプット (2-3) の達成状況

| 指標 | 達成状況 |
|-------------------------------------|-------------------------------------------|
| 2-3(1) 環境教育政策が評議会によって承認される。 | ● サバ環境教育政策が 2009 年 4 月に州内閣に承認された。 |
| 2-3(2) 追加で、xx 個の環境教育教材が開発される。 | ● ラムサール登録湿地に関する紹介ビデオが制作された。 |
| 2-3(3) 環境教育のターゲットグループが、xx 回活動を実施する。 | ● ラムサール登録湿地に関する環境教育キットを作成するための小委員会が結成された。 |

4-2-3 アウトプット 3

アウトプット 3 には 2 つのサブアウトプットがあり、達成状況は表 5 のとおりである。

| | |
|---------------------------------------------|--------------------------------------------------------------------------------------|
| アウトプット 3: 生物多様性・生態系保全に関する情報発信と研修実施能力が強化される。 | |
| (3-1) | 生物多様性センターを中心に、サバ州政府の関係機関が、生物多様性・生態系保全に関する研修を、プロジェクトの成果を踏まえて、近隣地域の職員や機関に対して実施するようになる。 |
| (3-2) | 生物多様性・生態系保全活動に関する知識や情報が、生物多様性センターを中心として、マレーシア国内外に発信されるようになる。 |

サブアウトプット (3-1) の指標「サバ州政府機関、サバ大学や他の関連機関が xx 回研修を実施する」については、2009 年 10 月から 11 月にかけて、サバ大学とサバ州関係機関が主として第 1 フェーズの成果を活用する形で、ケニア、スリランカ、ラオス、カンボジアから 16 人の参加者を招いて、サバ州にて生物多様性保全に関する第 3 国研修を実施した。2010 年、2011 年にも同様な研修を実施する予定。ただし、この指標については目標数値が設定されていないため、達成度を測ることはできない。

サブアウトプット (3-2) の指標「多様なマスメディアがサバ州の生物多様性・生態系保全活動を xx 回報道する」についても、目標数値が設定されていないため、達成度を測ることはできない。また、「多様なマスメディア」の範囲も明確でないため、指標のモニタリングが困難である。情報発信という点では、サバ州生物多様性センターのウェブサイトが 2009 年 5 月に開設されている。プログラムのウェブサイトには、2008 年 10 月から 2009 年 11 月までの間に 14,000 件以上のアクセスがあった。また、ラムサール条約締結国会議などの国際会議やそのサイドイベントにて、サバ州での取り組みを紹介している。さらに、サバ大学が発行する学術誌、「熱帯生物学と保全」の第 5 巻が印刷中である。

このアウトプットの目的には、英文 PgDM バージョン 1 では生物多様性・生態系保全活動に関する「普及サービス (extension services)」の向上が含まれているが、上述のように情報発信と研修は実施されているものの、普及サービスに関する活動の計画がなく実施もなされていない。こうしたことやプログラムの目的をふまえると、アウトプット 3 の主な目的はサバ大学とサバ州関係機関の生物多様性・生態系保全に関する研修提供能力を向上することだと解釈できる。このような観点から検討すると、このアウトプットの目的は第 3 国研修に関する一連の活動実施により達成できる可能性が高いと判断できる。

表 4 アウトプット 3 の達成状況

| 指標 | 達成状況 |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| 3-1 サバ州政府機関、サバ大学や他の関連機関が xx 回研修を実施する。 | <ul style="list-style-type: none"> 2009 年 10 月から 11 月にかけて、統合生物多様性・生態系管理をテーマとした第 3 国研修が実施された。 |
| 3-2 多様なマスメディアがサバ州の生物多様性・生態系保全活動を xx 回報道する。 | <ul style="list-style-type: none"> 2008 年 10 月から 11 月にかけて、様々なメディアがキナバタンガンーセガマ下流域湿地のラムサール条約登録について報道した。 |

4-3 プログラム目標の達成状況

プログラム目標の指標達成状況は表 6 のとおり。3 つの指標のいずれも現時点においては満たされていない。

指標 1「サバ州の生物多様性保全戦略が評議会によって承認される」については、達成されるためには大きな外部条件が満たされる必要があり、指標としては適切でないと考えられる。プログラムでは 1992 年に策定されたサバ保全戦略を改訂して、サバ州の生物多様性保全戦略とすることを考えている。このためにはまず、サバ保全戦略の内容を十分に検討する時間が必要。プログ

ラムの成果を改訂に反映させるためには、十分な成功例や教訓を導く必要もある。そのうえで生物多様性評議会の承認を得る必要があるが、先述のとおり、プログラムは同評議会の運営に関して権限を持たない。こうしたことから、この指標をプログラム終了までに達成できる可能性は高くない。

同様な理由で、指標 2「上記の戦略に従って、xx 個の活動が実施される」についても、設定される数値目標にかかわらず、その達成見込みは高くない。

指標 3「プログラムに関連する職員がマレーシア国内外から研修講師として招へいされる」については、将来、日本人専門家やカウンターパートが他州や海外で研修講師を務める可能性は高い。連邦政府は中間レビュー調査団に対して、サバ州関係者による他州での生物多様性保全に関する研修実施を希望すると表明している。

指標の達成状況と達成見込みは芳しくないが、プログラム目標の前半「サバ州における生物多様性・生態系保全のための体制が強化される」については、着実な前進が見られる。まず、英文 PgDM バージョン 1 では、「体制」の代わりに「システム (system)」という単語が使われているが、プログラム関係者のこの単語やプログラム目標に関する理解はほぼ一致している。「システム」とは、生物多様性・生態系保全を統合的かつ持続的に推進するための管理の仕組みという理解である。関係者の理解するプログラム目標は、具体的には、サバ州生物多様性センターが調整役となり、生物多様性保全を総合的に計画・促進・実施・管理できるようになることだ。

プログラムはこれまでに、生物多様性センターの能力強化、環境教育政策の施行と関連する活動の実施、キナバタンガンーセガマ河下流域湿地をラムサール条約に登録するための作業と管理計画の策定などを通して、複数の機関が協力しながら課題解決にあたっていくという仕組み作りを、実践を通して進めている。

プログラム目標後半の「マレーシアの国内外への知識・情報発信の拠点となる」の達成見込みについては、「拠点となる」ことの意味が不明確なため、判断できない。現行の指標は、それを十分に定義できていない。しかしながら、サバ大学とサバ州関係機関の生物多様性保全に関する知識や技術を国内外に伝達する能力が高められる可能性は高い。

こうしたことと、すでに述べた各アウトプットの達成状況と今後の活動の方向性をふまえると、プログラムは目標達成に向けて着実に前進していると判断できる。プログラム目標の後半は、表現を改善することなどにより、プログラムが目指す目標を明確化する必要がある。指標については、プログラム目標の達成度を適切に測れるものになっていないため、改善が必要である。

表 6 プログラム目標の達成状況

| 指標 | 達成状況 |
|-------------------------------|-----------------------------------------|
| 1 サバ州の生物多様性保全戦略が評議会によって承認される。 | ● プログラムの経験・成果が集大成され、サバ保全戦略の改訂に役立てられる予定。 |
| 2 上記の戦略に従って、xx 個の活動が実施される。 | |

3 プロジェクトに関連する職員がマレーシア国内・外から研修講師として招へいされる。 • サバの経験・成果は情報発信活動と第3国研修実施により他州・国外へ伝えられている。

第5章 評価結果およびPgDMの改訂

5-1 評価5項目による分析

5-1-1 妥当性

プログラムの妥当性は非常に高い。

プログラムの目的はマレーシアの開発政策や環境政策、日本の援助方針に合致している。また同時に、サバ州の抱える課題を適切に捉えている。プログラムは、これまで弱かったサバ州の生物多様性・生態系保全を総合的に進めていく体制を構築・強化していくことを目的とするため、現地のニーズに合ったものとなっている。サバ州では、生物多様性・生態系を保全することの重要性を広く知らしめることの必要性は依然として高く、プログラムの内容はこうした観点からも妥当性が高い。

プログラム目標後半のサバ州がマレーシア国内外に対する知識・情報の拠点となることについては、サバ州にとっては必ずしも優先事項ではない。しかしながら、マレーシア政府は2020年までに先進国入りするという目標、同じく熱帯生物多様性の保全・研究・利用に関する拠点になるという目標を掲げている。プログラム目標の後半は、こうした観点から妥当性が高いと言える。

プログラムが採用しているアプローチは妥当である。サバ州生物多様性センターの能力を強化して、多岐に渡る関係者で役割を分担して、調整しながら生物多様性・生態系保全に関する課題解決にあたるというアプローチは、プログラム関係者に十分受け入れられている。また、ラムサール条約などの国際条約・プログラムへの登録を目標とすることにより、多岐に渡る関係者を共通の目標の下に集め、共同で目標に向かって活動を進める仕組み作りをするというアプローチについても、十分機能している。キナバタンガンーセガマ河下流域湿地のラムサール条約登録は、生物多様性・生態系保全を総合的に進めることの意義について、関係者に成功体験を通して実感させる結果となり、関係者のモチベーションを高めている。

5-1-2 有効性（予測）

プログラムの有効性は高い。

プログラム目標前半の達成見込みは高い。生物多様性・生態系保全に関する課題を調整する役割を担うサバ州生物多様性センターが設立され、プログラムでは既に多くの機関が共同で取り組む必要がある複数の課題に取り組んでいる。こうした活動は、すでにラムサール条約への登録、環境教育政策の施行といった形で、目に見える成果を上げている。セガマ河下流域野生生物保全区に関する問題についても、複数の機関による調整が進み、覚書が署名されるなど、従来は見られなかったような関係機関の調整が実現している。こうした活動を継続・充実させるとともに、CUZをはじめとする様々な試行を制度化していくことにより、サバ州の生物多様性・生態系保全のための体制は強化される可能性が非常に高いと考えられる。

プログラム目標後半については、サバ大学とサバ州関係機関が生物多様性保全に関する効果的な研修を提供できるようになる可能性はあると考えられるが、サバ州がマレーシア国内外への生物多様性・生態系保全に関する知識・情報発信の拠点と広くみなされるようになるには、大きな努力が必要である。

プログラムの進捗状況や活動の方向性には大きな問題はないが、PgDM の論理構造には若干の問題がある。成果・活動の括り方、各種表現、各種指標については改善が必要である。

5-1-3 効率性

プログラムの効率性は高い。

アウトプットの達成状況はほぼ適切である。多くの活動は計画どおり実施されている。プログラムの前提条件や外部条件は十分満たされている。しかしながら、前述のとおり、CUZ、サバ州環境教育政策、セガマ河下流域野生生物保全区に関するいわば暗黙の前提条件については、十分に満たされなかったため、一部の活動の進捗が遅れた。日本側、マレーシア側双方の投入は十分である。第1フェーズの成果は、少なくともの一部は効果的に活用されている。

PgDM バージョン1によると、遅くとも4年目からは長期専門家2人体制でプログラムを運営する計画だが、その計画は見直すべきである。同センターの能力強化にはまだ時間を要することと、事前調査時に予見できなかった前提条件が十分満たされなかったことにより活動の進捗が遅れたことに加え、今後、第1フェーズを含むプログラムの成果を集大成して、サバ州が生物多様性・生態系保全活動を発展させることができるようにするとともに、マレーシア国内外でその成果を活用できるようにするための作業を行う必要性が高い。

5-1-4 インパクト

上位目標が達成される可能性は高い。

以下のような兆候が観察されている。

- プログラムはサバ州生物多様性センター設立の触媒となり、関係機関の連携・協働を活性化させている。
- CUZ というコンセプトの導入は、保護区のあり方に一石を投じている。従来、サバ州では人を保護区から完全に閉め出す「要塞型保全」が主流であったが、プログラム開始後、人の利用も考慮すべきという考え方が広まっている。
- ラムサール条約や UNESCO・MAB の導入などによるサバ州の国際的認知度の向上も、ゾーニングの考え、保護区の利用、保護区内外に暮らす住民の扱いについて、サバ州に先進的な考えをもたらすことが期待される。
- サバ州環境教育政策の検討を通して、33 の組織による自発的ネットワークであるサバ州環境教育ネットワークが強化・活性化されている。
- セガマ河下流域野生生物保全区に関して結ばれた覚書きは、土地調査局が定める河畔保全区の管理を他の機関に委任して、生物多様性・生態系保全を進める先例となる可能性が出てき

た。

- ▶ プログラムの管理に利用され、本邦研修などでも教えられている PCM 手法をプログラム外の活動に活用するカウンターパートが現れている。

5-1-5 自立発展性

プログラムの取り組みや開発している仕組みが維持される可能性は高い。

プログラム実施機関のオーナーシップは総じて高い。プログラムの目的について、共通の理解がある。少なくとも一部の機関は、次期開発計画である第 10 期マレーシア・プランにプログラムの成果を持続させるための措置を盛り込む予定。サバ州の生物多様性・生態系保全に関する政策は維持・強化される見込みが高い。サバ州生物多様性センターについても、法的根拠や生物資源に対する州政府の期待などをふまえると、維持される可能性が高い。

サバ州を生物多様性保全に関する情報・研修拠点にすることにより、プログラムの成果を維持・発展させていくという戦略の妥当性は高い。プログラムでは第 3 国研修を実施するとともに、ASEAN 生物多様性センターとこうした構想について協議を行っている。

5-2 結論

プログラムの妥当性は非常に高い。有効性、効率性は高く、プログラムのコンセプトは適切である。実施プロセスにも大きな問題はない。プログラム終了までに、少なくともプログラム目標の前半は達成される可能性が高い。後半の達成見込みは、「拠点となる」の「拠点」の定義次第で異なってくる。

すでに顕著な効果も観察されていて、プログラムの取り組みや開発している仕組みが維持される可能性は高い。少なくとも、上位目標の前半は達成されると考えるのに十分な兆候が見られる。後半の達成可能性については、記述に曖昧な点があるため現時点で判断することは難しい。

5-3 PgDM の改訂

これまでに述べたとおり、PgDM 第 1 版の見直しが必要との観点から、カウンターパート及び専門家との協議の上、PgDM 第 2 版が取り纏められ、12 月 10 日に開催されたプログラム運営会議にて討議の上、承認された。詳細は付属資料 4 のとおりであるが、主な変更点は以下のとおり。

5-3-1 上位目標の文言修正

上位目標の後半部分である「保全モデルとして国際的に認知される」が意図するところは、サバ州における様々な保全イニシアティブが国際的に認識されるということであるため、「保全モデル」という曖昧な表現を避け、上位目標及び指標の修正を行った。

| 修正前 (Version 1) | 修正後 (Version 2) |
|----------------------------------------------|--------------------------------------|
| サバ州の生物多様性と生態系保全が強化されるとともに、保全モデルとして国際的に認知される。 | サバ州の生物多様性と生態系保全が強化されるとともに、国際的に認知される。 |

5-3-2 プログラム目標の文言修正

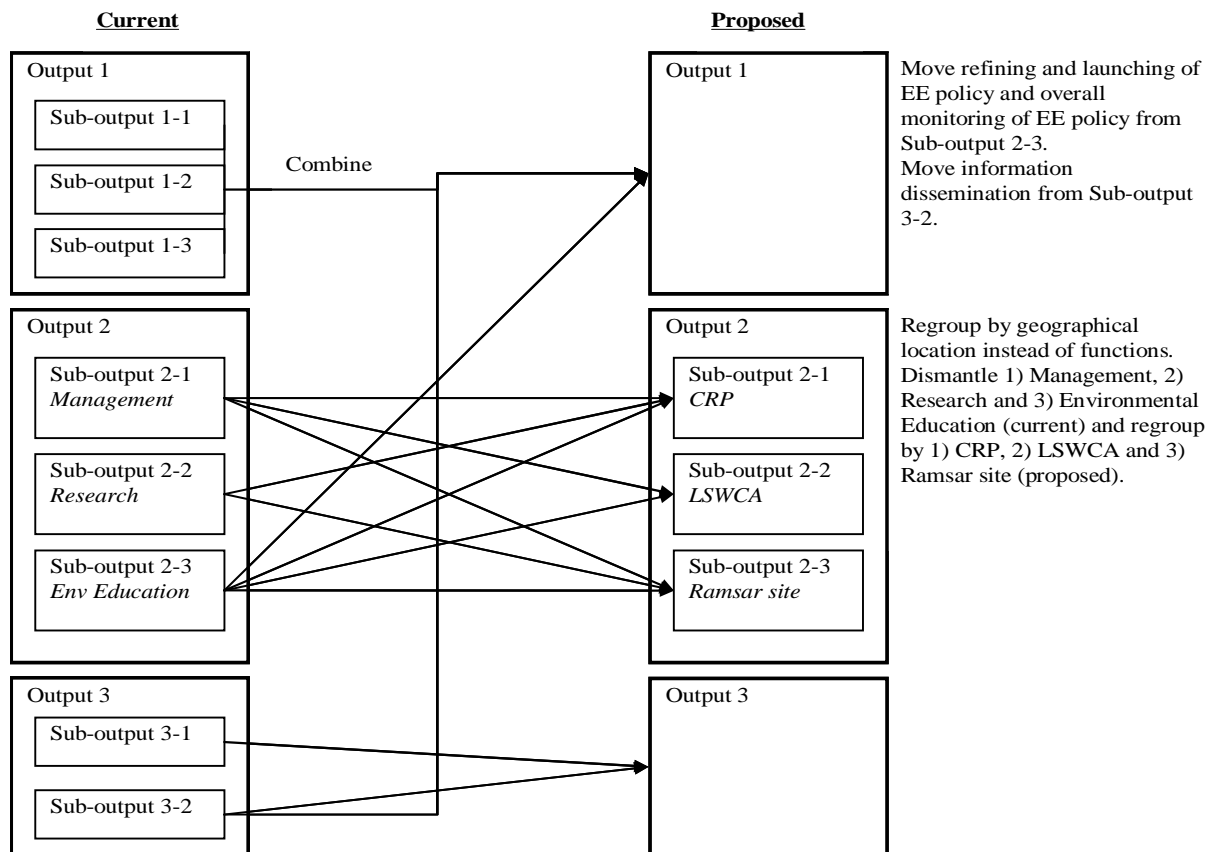
プログラム目標の後半部分にある「知識・情報発信の拠点となる」が本来意図するところは、サバ州が知見・技術を普及できるようになることであり、「拠点 (centre)」の定義が曖昧であることから、これを以下のとおり修正した。

| 修正前 (Version 1) | 修正後 (Version 2) |
|--------------------------------------------------------------|-------------------------------------------------------------------------------|
| サバ州における生物多様性・生態系保全のための体制が強化されるとともに、マレーシアの国内外への知識・情報発信の拠点となる。 | サバ州における生物多様性・生態系保全のための体制が強化されるとともに、サバ州がマレーシア国内外に対して生物多様性保全の知見及び技術を普及できるようになる。 |

5-3-3 アウトプットと活動の再編

PgDM 第1版の構造は、特にサブアウトプットの階層で見ると、プログラム運営・管理の観点からは不都合な側面があり、下図に示すように再編することで、分かりやすくモニタリングが容易な構造に改善された。

例えば、アウトプット2には「生物多様性・生態系保全活動が適切に実施される」ために必要な3つのサブアウトプットが設定され、それぞれが保護区管理(management)、研究・教育(research)、環境教育(environmental education)という「分野」を切り口にまとめられている。ところが、保護区管理に関する実際の活動は州立公園、野生生物保護区、森林保護区で実施されており、それぞれの主となるカウンターパート機関は公園局、野性生物局、森林局と所管に応じて異なる。従って、保護区管理を切り口とするサブアウトプットの活動と成果を総合的にモニタリング・評価することは複雑な手続きとなり、分かりにくい。これを、公園局が所管するクロッカー山脈公園(CPR)、野生生物局が所管するセガマ河下流域野生生物保護区、森林局が所管する森林保護区が多くを占めるラムサール条約登録湿地というように主たるカウンターパート機関と地理的な要素で再構成することで、より適切なPgDMの構造になった。



修正前 (Version 1)

【アウトプット1】：サバ州生物多様性評議会／センターの機能・実施能力が強化される。
 1-1 サバ州生物多様性評議会が機能している。
 1-2 サバ州生物多様性センターが設立される。
 1-3 サバ州の生物多様性・生態系保全に関する活動が、サバ州生物多様性センターによって、管理、調整されている。

【アウトプット2】：生物多様性・生態系保全活動が継続され、適切に実施される。
 2-1 州立公園、野生生物保護区、森林保護区などの保護地域が、サバ州生物多様性センターによる調整を通じて、適切に管理されている。
 2-2 保護地域管理のための研究・教育が推進されている。
 2-3 フェーズ1にて策定されたサバ州環境教育政策が実施・モニタリングされている。

【アウトプット3】：生物多様性・生態系保全に関する情報発信と研修実施能力が強化される。
 3-1 生物多様性センターを中心に、サバ州政府の関係機関が、生物多様性・生態系保全に関する研修を、プロジェクトの成果を踏まえて、近隣地域の職員や機関に対して実施するようになる。
 3-2 生物多様性・生態系保全活動に関する知識や情報が、生物多様性センターを中心として、マレーシア国内外に発信されるようになる。

修正後 (Version 2)

【アウトプット1】：サバ州政府の生物多様性・生態系保全活動を計画、調整、推進するための能力が強化される。

【アウトプット2】：サバ州政府機関およびサバ大学の州立公園、野生生物保護区、森林保護区などの保護地域における生物多様性・生態系保全活動の実施能力が強化される。
 2-1 サバ州公園局及び関係諸機関の、州立公園における生物多様性・生態系保全活動の実施能力が、クロッカー山脈公園の管理を通じて強化される。
 2-2 サバ州野生生物局及び関係諸機関の、野生生物保護区における生物多様性・生態系保全活動の実施能力が、セガマ河下流域野生生物保護区の管理を通じて強化される。
 2-3 サバ州森林局及び関係諸機関の、森林保護区における生物多様性・生態系保全活動の実施能力が、キナバタンガンーセガマ河の流域管理を通じてさらに強化される。

【アウトプット3】：サバ州政府機関及びサバ大学の生物多様性・生態系保全活動にかかる研修実施能力が強化される。

5-4 その他の提言

本中間レビュー調査団は、今回の評価結果に基づき以下のとおり各関係者に対して提言を行った。

5-4-1 プログラム運営委員会に対する提言

プログラム運営委員会は、プログラムが意図する目標が適切に反映されるように、PgDM 第1版を改訂し承認すること。

5-4-2 プログラムに対する提言

(1) PgDM の改訂に従い PO を更新すること。その際は、各活動を担当する責任機関を明示する必要がある。

(2) 環境教育のなかでも生物多様性保全分野に関する環境教育は、サバ州生物多様性センターが所掌することになったことから、従来この役割を担っていた科学技術室からサバ州生物多様性センターへの機能移管を促進すること。

(3) 環境保護局を新たに BBEC2 Management Committee のメンバーとする。環境保護局はサバ州環境教育政策の全体を監督する責任を負うこととなったことから、プログラムにおいてもこれまで以上に重要な役割を果たすことになる。

(4) より一層のコミュニケーションの強化を図ること。プログラムは多くの関係機関と目標を共有し事業を進める必要があることから、あらゆる機会を活用してコミュニケーションの強化を図る必要がある。

(5) ABS に関係する活動については、プログラムが支援する活動範囲を明確にし、関係者間で合意形成をはかること。

(6) 今後の活動に関して、残りの協力期間と限られた投入資源を踏まえ、活動範囲が広がりすぎることをないよう慎重に検討すること。

(7) プログラムの協力効果を測る指標を体系的に収集できるようなモニタリング体制を整えること。

(8) BBEC10 年間の集大成ともなるサバ州保全戦略の策定につき、早期に関係者間で共通のイメージをもち、具体的な作成作業に着手できるように議論を開始すること。

(9) 研究機能を担うサバ大学と保護区管理を担う森林局、野生生物局、公園局との効果的な連携強化を図ること。

5-4-3 サバ州政府に対する提言

(1) サバ州政府、特にサバ州生物多様性評議会での議論や決定事項について、関連する情報が JICA チーフアドバイザーを含むプログラム関係者に提供されること。

(2) サバ州生物多様性センターは、その期待される役割に対して依然として人員・予算が不足しており、早期の手当てが必要である。

5-4-4 マレーシア連邦政府に対する提言

実施中の第三国研修に対する支援を継続し、同研修の自立発展に向けた準備を検討すること。

5-4-5 JICA に対する提言

- (1) 日本人長期専門家の派遣人数は、当初の計画ではプログラム後半にかけて低減することとしていたが、現在の広範な活動を効果的に継続していくためにも、当初計画の見直しを行うこと。
- (2) プログラムのカウンターパート機関の中には JOCV が派遣されているところがあり、プログラムと JOCV の効果的な連携のあり方を検討する必要がある。

5-5 教訓

多くの関係機関を巻き込んで実施するプロジェクトの運営は容易ではない。この点で、本プログラムは、ガイドブックを作成する等活動のコンセプトを明確にし、関係者間で共有することの重要性を示している。広範な関係者の参加による計画作り、様々なレベルでの委員会の設置、ガイドブックの提供等は、同様のプロジェクトの運営にとって良い事例となる。

土地利用の管理権限がある組織から別の組織に委譲されるようなケースを扱う場合、慎重に対処する必要がある。本プログラムでは、セガマ河下流野生生物保護区の境界画定がそのケースにあたるが、多くの場合このような委譲プロセスは時間及び費用を要する。従って、円滑に事業を実施するためにも、このような委譲プロセスについては、プロジェクトの前提条件もしくは外部条件としてモニタリングするように設計することが望まれる。

総括所感

- プログラムは順調に成果を挙げており、プログラム目標の達成の見込みにおいても概ね順調である。主な成果として、サバ州生物多様性センターの設立・運営、キナバタンガンーセガマ河下流域湿地のラムサール登録、サバ州環境教育政策の施行と環境教育活動の活発化などが挙げられる。クロッカー山脈公園を MAB (Man and Biosphere) 登録するための準備も進められている。
- プログラム目標には2つの内容が含まれ、「サバ州の生物多様性・生態系保全のシステムが強化される」点については、サバ州生物多様性センターを中心として各関係機関が共通の目的に向かって協力体制を築きつつあることが認められた。もう一つのプログラム目標である「サバ州が生物多様性保全に関し国内外に向けて知見を発信できるようになる」点についても、国際会議への参加や第三国研修の実施を通じて、徐々に自覚を高めている様子が伺えた。フェーズ1による協力の基盤が醸成されていることに加え、フェーズ2における活動戦略が十分に受け入れられている。
- サバ側への提言では、今回の PgDM 改訂に基づく P0 の改訂、実施体制の整理、活動に関する定量的なモニタリングの強化、プログラム目標の達成に向けた資源の集中的な投入、サバ州政府とプログラムとの情報共有の更なる強化等が指摘された。とくに、プログラムの出口戦略に関し、サバ生物多様性センターの強化とサバ保全戦略（1992年）の改訂に向けた自立的なプロセスを今後進展させることが重要である。そのためにも、第三国研修や連邦政府が進める技術協力スキームを活用しながら、生物多様性保全の国内外の研修拠点となるべく、研修能力の向上に向けた活動に重点をおく必要がある。
- 提言のうち、留意すべき事項として、ABS (Access and Benefit Sharing) に関しては、サバ州関係機関との協議に基づき、プログラムの協力対象範囲を定めることが必要とされた。サバ生物多様性センターは現在、保全管理、情報管理、環境教育、ABS の4つを活動の柱としているが、そのうち ABS と今後強化するバイオテクノロジーについては、サバ州政府により独自に取り組む意向。現在、本プログラムでは、地域住民による自然資源保全活動の基盤として、伝統的生態智 (TEK) の収集・整理を支援しており、今後発展的に ABS の枠組みに位置づけられる可能性はあるものの、これ自体の問題は指摘されなかった。一方で、サバ州としての ABS に関する法令・規則の制定に関してはサバ州政府が独自で進める意向であり、これを尊重することを明示する必要があるが見られた。
- JICA 側への提言では、プログラム終了までの長期専門家の投入の維持、並びにサバ州公園局及び森林局に配置される協力隊員との連携の明確化が指摘された。
- 保全区域をラムサール条約や MAB といった国際的枠組みに登録する活動を通して、各関係機関の協力を引き出し保全活動への認知を高める戦略が功を奏している。調整機関としてのサバ生物多様性センター、主な実施機関としての公園局、野生生物局、森林局等の各機関が十分プログラムの理念を理解して協力をしている様子が見受けられた。官房長、大臣クラスの

ハイレベルと日本人専門家とのコミュニケーションには若干不足の感があるものの、実務レベルにおいては長谷川チーフをはじめとする専門家チームと先方とのコミュニケーションが有効に機能している。

- フェーズ2から実施機関に加わった森林局は、木材収入が過去50年で最低となるなど深刻な資源不足に直面しており、森林経営の転換点を迎えている。その中で、森林保護区がラムサール湿地として登録され、森林局としては環境教育やエコツーリズムを積極的に推進する意向のようである。森林局が運営するレインフォレスト・ディスカバリー・センターは環境教育の拠点として十分整備されており、とくにその運営方法は他の参考になると思われた。
- ラムサールサイト内に位置するアバイ村、その上流に位置するスカウ村を訪問した。アバイ村では、NGOとの協力でホームステイや植林ボランティアの受け入れを行うとともに、ラムサールサイト内ではビニール袋を使用しないなどの規則に従い、保全活動に貢献していることを誇りとしている。現金収入源としても、より多くの訪問者が来ることを望んでいるとのことであったが、村内のリソースの活用や見せ方に一層工夫の余地があるように感じた。スカウ村は多くの観光業者がツアー客を宿泊させるロッジを経営しており、現在20軒ある。ラムサールサイト内の管理計画策定は今後行われるが、ツーリズムとの連携を適切に行うことで自立発展性が高まることが期待された。
- 伝統的生態智の収集活動を行っているコミュニティに関し、訪問したブンドウトゥハン村で慣習的保護区 (Native reserve) が森林局の森林保護区 (Forest reserve) と重複している境界問題があり、住民代表によれば「最大の脅威」との認識であった。クロッカー山脈公園の住民利用区域 (CUZ) に関する活動が徐々に進展しており住民と公園局との合意文書の締結が来年の目標となっている。また同じく来年予定している MAB の登録プロセスでは周辺村の合意が必要となる。森林局も、今後森林保護区の拡大を計画しており、森林保護区内の住民による居住や資源利用の制度を本格化させる意向のようである。いずれも、資源の利用と保全を担う住民のエンパワーメントが重要であり、十分な信頼関係の構築の上で、住民のモチベーションを引き出すような制度の運用、境界画定プロセスがなされることが望ましい。
- サバ州が生物多様性・生態系保全の”Center of Excellence” となるためには、政策・制度や組織間連携の強化、知見の収集・発信にとどまらず、プログラムの上位目標にある生物多様性・生態系保全そのものが達成される道筋が示されていくことが重要である。そのためには、サバ州の生物の損失・保全の状況を計測するモニタリングを行うことが必須であろう。クロッカー山脈公園内に設置されているリサーチプロットの活用をはじめ、サバ州関係機関による一貫性のある継続的なモニタリング体制の整備が望まれる。
- 全体を通じて、サバ州政府の各機関が大変協力的であり、プログラム活動に真剣に関わっていかうとする姿勢が随所で見られた。今後、協力終了に向けたプログラム運営のなかで先方の自主性を一層引き出していくことが自立発展に向けた方策として重要である。最終的には自主性を引き出すことのできる分野に協力の成果を集中させざるを得ない局面も想像しうる。とくに村落レベルを巻き込んだ活動に関しては、それぞれの活動を誰に引き渡していくのか

ミクロレベルでの出口戦略に関しても今後の検討が必要になろう。

- 2010年は国際生物多様性年であり、生物多様性条約（CBD）COP10が日本で開催される。サバ州政府が生物多様性保全の研修拠点となるためのプロセスの一環として、COP10でのサイドイベントにおけるサバ州とBBECプログラムの活動成果に関する発表についてぜひ積極的な取り組みを期待する。ペナンで2009年10月に行われた国際里山ワークショップには、ブントゥハン村の村長はじめ4名が参加し、自分たちがこれまで誰からも支援を受けずに保全活動を行ってきたことが認められ、大変勇気付けられたと振り返っていた。COP10関連イベントがサバ州政府機関のみならず住民レベルのエンパワーメントとしても活用されることを期待したい。
- ABSの取り扱いについては、日本政府の取り組み方針が明示されていないことから、現時点ではJICAとしての協力範囲について明確な整理はできない。一方で、CBD-COP10にむけて急速に各国での議論が進んでいるようである。今後、生物資源の収集、蓄積、利用に関するシステム整備等の協力に関し、途上国政府から要請がある可能性もある。本プログラムにおけるABSに関する取り扱いについては、上記の調査結果概要で述べたとおり、サバ州政府の意向を尊重し慎重に取り扱うとともに、日本の関係省庁を含め関係者間での情報と認識の共有が進むことが望ましい。

（総括所感は、一部の訪問先での観察と団内及び専門家との打ち合わせから得た所感であり、十分に網羅されたものではないことをお断りいたします。）

付 属 資 料

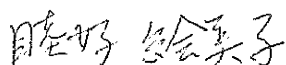
1. Minutes of meetings (2009年12月10日署名)
2. PgDM 第1版
3. 評価グリッド
4. PgDM 第2版

MINUTES OF MEETINGS
ON
THE MID-TERM REVIEW
OF
THE JAPANESE TECHNICAL COOPERATION PROGRAMME
FOR
BORNEAN BIODIVERSITY AND ECOSYSTEMS CONSERVATION II

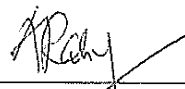
The Japanese Mid-term Review Team, organized by Japan International Cooperation Agency and headed by Ms. Emiko Mutsuyoshi, visited Malaysia from 16 November to 11 December 2009 for the purpose of conducting a mid-term review of the Technical Cooperation Programme for Bornean Biodiversity and Ecosystems Conservation II in the State of Sabah, Malaysia.

This review was conducted by the Joint Mid-term Review Team, which consists of the Malaysian review team and Japanese review team (hereinafter referred to as “the Team”). As a series of discussions and surveys, the Team agreed on the contents of the joint mid-term evaluation report attached hereto, which was accepted by the Programme Steering Committee, and the Team agreed to forward to the respective Governments the matters referred to in the joint mid-term evaluation report.

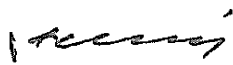
Kota Kinabalu, Sabah, Malaysia, 10 December, 2009



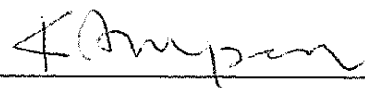
Ms. Emiko Mutsuyoshi
Leader
Japanese Mid-term Review Team
Japan International Cooperation Agency



Mr. Rahman Bin Yusof
Leader
Malaysian Mid-term Review Team
Conservation and Environmental Management
Division
Ministry of Natural Resource and Environment



Tuan Haji Halim Nayan
Secretary
Natural Resources Office
Chief Minister's Department
The State Government of Sabah



Prof. Datuk Dr. Kamaruzaman Hj. Ampon
Deputy Chairperson
Programme Steering Committee
Vice Chancellor of Universiti Malaysia Sabah

Joint Mid-term Evaluation Report
On
Programme for Bornean Biodiversity and Ecosystems Conservation II

Kota Kinabalu, 10 December 2009

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List of acronyms and abbreviations

| | |
|-------|-------------------------------------------------------|
| ABS | Access and Benefit Sharing |
| ACB | ASEAN Centre for Biodiversity |
| CEPA | Communication, Education, Participation and Awareness |
| CRP | Crocker Range Park |
| CUZ | Community Use Zone |
| DID | Department of Irrigation and Drainage |
| EPD | Environment Protection Department |
| GDF | Global Diversity Foundation |
| ITBC | Institute for Tropical Biology and Conservation |
| JFY | Japanese Fiscal Year |
| JICA | Japan International Cooperation Agency |
| JOCV | Japan Overseas Cooperation Volunteer |
| LSD | Lands and Surveys Department |
| LSWCA | Lower Segama Wildlife Conservation Area |
| MAB | Man and Biosphere |
| NRO | Natural Resources Office |
| PCM | Project Cycle Management |
| PgDM | Programme Design Matrix |
| PO | Plan of Operation |
| RDC | Rainforest Discovery Centre |
| SaBC | Sabah Biodiversity Centre |
| SEEN | Sabah Environmental Education Network |
| SFD | Sabah Forestry Department |
| SPs | Sabah Parks |
| SWD | Sabah Wildlife Department |
| TCTP | Third Country Training Programme |
| TEK | Traditional Ecological Knowledge |
| UMS | Universiti Malaysia Sabah |
| UST | Science and Technology Unit |

1. Introduction

1.1 Objectives of the evaluation

The joint mid-term evaluation was conducted with the following objectives:

- (1) To verify the accomplishments of the programme compared to those planned;
- (2) To examine the process of programme implementation;
- (3) To identify obstacles and/or enabling factors that affected the implementation process; and
- (4) To provide recommendations on the programme regarding the measures to be undertaken for the remaining period.

1.2 Methodology

(1) Joint Evaluation

The programme was jointly evaluated by the Malaysian and Japanese review teams using the programme design matrix (PgDM) and plan of operation (PO) as key references. The evaluation activities involved report analysis, interviews with programme members, and observation of programme activities and sites. The evaluation follows the JICA Guideline for Project Evaluation and is basically based on the five evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability.

(2) The Five Evaluation Criteria

1) Relevance

Relevance refers to the integrity and necessity; whether the programme purpose meets the needs of the intended beneficiaries; whether it is consistent with Malaysia's and Sabah's policies, and Japan's aid policies; and whether the approach of the programme is appropriate.

2) Effectiveness

Effectiveness refers to the extent to which the programme purpose has been achieved to benefit the beneficiaries and target societies.

3) Efficiency

Efficiency refers mainly to the relationship between the costs and outputs; whether input resources have been utilized effectively or not.

4) Impact

Impact refers to the long-term effects and ripple effects brought by the implementation of a programme; including the achievement level of the overall goal and unintended positive and negative effects.

5) Sustainability

Sustainability refers to the extent to which the achievements of the programme would be further continued or expanded after the completion of cooperation.

1.3 Members of the joint review team

(1) Japanese team

| Role in the team | Name | Position/ Organization |
|---------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------|
| Team Leader | Ms. Emiko MUTSUYOSHI | Director, Forestry and Nature Conservation Division I, Global Environment Department, JICA |
| Biodiversity Conservation | Dr. Kazuhiko OGINO | Professor Emeritus, University of Shiga Prefecture, and Ehime University |
| Administration of Nature Conservation | Mr. Keiji NAKASHIMA | Senior Assistant Director, Wildlife Division, Nature Conservation Bureau, Ministry of the Environment |
| Evaluation Planning | Mr. Tsuyoshi KANDA | Senior Program Officer, Forestry and Nature Conservation Division I, Global Environment Department, JICA |
| Evaluation Analysis | Mr. Hirofumi ISHIZAKA | Consultant, IC Net Limited |

(2) Malaysian team

| Role in the team | Name | Position/ Organization |
|------------------|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|
| Team Leader | Mr. Abd. Rahman Bin Yusof | Principal Assistant Secretary, Conservation and Environmental Management Division, Ministry of Natural Resources and Environment |
| Member | Ms. Therese Tiu Kok Moi | Assistant Director, Environment and Natural Resource Economic Section, Economic Planning Unit, Prime Minister's Department, Federal Government |

1.4 Schedule of the evaluation

The evaluation was conducted from 16 November 2009 to 10 December 2009. The detailed schedule can be found in Annex 1

2. Outline of the programme

2.1 Background of the programme

Sabah is one of the few places on earth still blessed with mega-biodiversity, which is not only vital to sustainable socioeconomic development of the state but also a treasure for all humankind. Conservation of its biodiversity and ecosystem is of utmost importance.

The Programme for Bornean Biodiversity and Ecosystems Conservation (BBEC) II started on 1 October 2007. This five-year programme aims to establish and strengthen the administrative institution on biodiversity and ecosystem conservation in Sabah using the achievements of its first phase, which was conducted from February 2002 to January 2007. BBEC II aims to attain such an objective through the implementation of various activities including the drafting of a biodiversity conservation strategy under the coordination of the Sabah Biodiversity Council and Sabah Biodiversity Centre, which are stipulated in the Sabah Biodiversity Enactment. It will maintain and enhance the initiatives started by the first phase, and strengthen the capacity of Sabah state agencies and concerned organisations to disseminate information and train people on biodiversity and ecosystem conservation. The programme will terminate on 30 September 2012.

2.2 Programme overview

2.2.1 Overall goal

The overall goal of the programme is:

Biodiversity and ecosystems conservation in Sabah is strengthened and internationally recognised as a conservation model.

2.2.2 Programme Purpose

The programme purpose is:

A system for biodiversity and ecosystems conservation in Sabah is strengthened and Sabah state becomes a centre for extension of knowledge and information to other areas of Malaysia and foreign countries.

2.2.3 Outputs

There are three outputs and eight sub-outputs. Those are:

1. Functions and implementation capacity of Sabah Biodiversity Council/Centre are enhanced.
 - 1-1 Sabah Biodiversity Council (the Council) is activated.
 - 1-2 Sabah Biodiversity Centre (the Centre) is established and activated.
 - 1-3 Basic activities for biodiversity and ecosystems conservation in Sabah state are coordinated, promoted and implemented by the Centre.
2. Biodiversity and ecosystems conservation activities are implemented.
 - 2-1 Protected areas such as state parks, wildlife reserves, and forest reserves are managed under relevant policies of Sabah.
 - 2-2 Research and education activities for protected area management are strengthened.
 - 2-3 Sabah environmental education policy (EE policy), which was formulated under BBEC Phase I, is implemented and monitored.
3. Extension services and training capability related to the biodiversity and ecosystems conservation are enhanced.
 - 3-1 Sabah state agencies, UMS and related organizations are able to conduct trainings on biodiversity and ecosystems conservation to both foreign and local trainees, based on the experience of BBEC.
 - 3-2 Knowledge and information concerning biodiversity and ecosystems conservation activities are made available in Malaysia and foreign countries

2.2.4 Target area

The target area of the programme is Sabah State with emphasis on Crocker Range Park, river basin of Kinabatangan and Segama rivers.

2.2.5 Implementing agencies

Department of Irrigation and Drainage (DID)
Environment Protection Department (EPD)
Institute for Tropical Biology and Conservation, Universiti Malaysia Sabah (ITBC- UMS)
Lands and Surveys Department (LSD)
Natural Resources Office (NRO)
Sabah Biodiversity Centre (SaBC)
Sabah Fisheries Department
Sabah Forestry Department (SFD)
Sabah Parks (SPs)
Sabah Wildlife Department (SWD)
Science and Technology Unit (UST)

3. Inputs provided to the programme

3.1 Japanese side

The list of Japanese experts dispatched to the programme is given in Table 1. As of 1 December 2009, a total of approximately 122.5 person-months of experts, comprising of 94 person-months and 28.5 person-months of long-term and short-term experts respectively, have been provided to the programme. This translates into an average input of 56.5 person-months per year. Although the expert for the position

of Institutional Capacity Building has been procured in the form of a short-term expert, which is not how it is planned in the PgDM (ver. 1), the inputs have generally been provided according to the initial plan., As the Institutional Capacity Building Expert has been provided in a manner equivalent to a long-term expert, practically, four long-term experts are currently attached to the programme.

Table 1 List of Japanese experts dispatched

| A. Long-term | | | | |
|---------------|-------------------|----------------------------------------------|----------------------------------|--------------|
| | Name | Assignment | Duration | Organisation |
| 1 | Motohiro HASEGAWA | Chief Advisor | 2007.10.15~2011.1.14 | NRO |
| 2 | Kohji MITOMORI | Programme Coordinator | 2007.2.1 ¹ ~2008.4.30 | NRO |
| 3 | Makoto TAJIMA | Integrated Protected Area Management | 2008.2.8~2010.2.7 | NRO |
| 4 | Taigo SASAKI | Programme Coordinator/ Training Planning | 2008.4.17~2010.4.16 | NRO |
| B. Short-term | | | | |
| | Name | Assignment | Duration | Organisation |
| [JFY2007] | | | | |
| 1 | Jiro IGUCHI | Institutional Capacity Building | 2008.1.7~2008.3.31 | NRO |
| 2 | Shigeru SAI | Forest/River Basin Management | 2008.1.20~2008.3.19 | NRO/FD |
| 3 | Masaaki YONEDA | Ecosystem Management | 2008.2.26~2008.3.14 | NRO/SPs |
| [JFY2008] | | | | |
| 1 | Jiro IGUCHI | Institutional Capacity Building | 2008.4.10~2009.3.31 | NRO |
| 2 | Masaaki YONEDA | Participatory Protected Area Management | 2008.12.15~2009.1.7 | NRO/SPs |
| 3 | Reiko NAKAMURA | CEPA | 2009.2.5~2009.2.16 | NRO/UST |
| [JFY2009] | | | | |
| 1 | Jiro IGUCHI | Institutional Capacity Building | 2009.4.10~2009.12.20 | NRO |
| 2 | Masaaki YONEDA | Participatory Protected Area Management | 2009.6.22~2009.7.31 | NRO/SPs |
| 3 | Koichiro KURAJI | Research Planning for Cloud Forest Ecosystem | 2009.8.13~2009.8.16 | NRO/SPs |
| 4 | Masaaki YONEDA | Participatory Protected Area Management | 2009.10.5~2009.11.5 | NRO/SPs |

Note 1: Commencement of BBEC II is 2007.10.1. Dispatch of the expert commenced prior to the programme commencement.

The list of local consultants procured by the Japanese side is given in Table 2. A total of eight contracts totalling to an amount of RM 476,405.80 have been awarded as of 23 November 2009.

Table 2 List of local consultant contracts

| | Contents of Contract | Name of Consultant | Period of Contract |
|-----------|-------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------|
| [JFY2007] | | | |
| 1 | Drafting Ramsar Information Sheet | William Unsworth, Integrated Environmental Consultants (Sabah) Sdn. Bhd. | 2008.3.5-2008.3.31 |
| [JFY2008] | | | |
| 1 | Drafting Ramsar Information Sheet | William Unsworth, Integrated Environmental Consultants (Sabah) Sdn. Bhd. | 2008.4.1-2008.4.22 |
| 2 | Ramsar Registration in Sabah | Rebecca D'Cruz, Aonyx Environmental Sdn. Bhd. | 2008.5.1-2008.12.30 2009.2.5-2009.3.31 |
| 3 | Printing Design, Editing and Direction | Shiho Imamura | 2008.7.11-2008.8.30 |
| 4 | Traditional Ecological Knowledge in Sabah | Global Diversity Foundation (NGO) | 2009.1.22-2009.3.31 |

| [JFY2009] | | | |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------|
| 1 | Traditional Ecological Knowledge in Sabah | Global Diversity Foundation (NGO) | 2009.4.1-2010.3.31 |
| 2 | GIS Map for MAN and Biosphere Reserve in and around Crocker Range Park | WWF Malaysia (NGO) | 2009.5.14-2009.6.30 |
| 3 | Production of Introductory and Educational Videos About the Lower Kinabatangan and Segama Wetlands as the First Ramsar Site in Sabah | Scubazoo Images Sdn Bhd | 2009.6.26-2010.3.30 |

Equipment provided by the Japanese side is listed in Annex 5. Equipment worth RM 357,852.42 in total including two vehicles, two sets of digital maps, and office equipment for the newly established SaBC has been provided as of 23 November 2009.

Local cost borne by the Japanese side is indicated in Table 3. A total budget of RM 42,830, RM 191,706, and RM 719,771 has been spent in Japanese fiscal years (JFYs) 2006, 2007, and 2008 respectively. For JFY 2009, RM 1,044,505 has been budgeted. These figures include the cost of local consultant contracts and equipment procured by the Japanese side mentioned earlier but does not include the cost for Japanese experts and training of counterparts in Japan.

Table 3: Local cost borne by the Japanese side (RM)

| Item | Japanese Fiscal Year ¹ | | | | Total |
|-------|-----------------------------------|---------|---------|-------------------|-----------|
| | 2006 | 2007 | 2008 | 2009 ² | |
| Total | 42,830 | 191,706 | 719,771 | 1,044,505 | 1,998,812 |

Note 1: Japanese fiscal year starts in April and concludes in March

Note 2: Planned budget

List of overseas training conducted under the Japanese budget is given in Annex 6. A total of 32 training opportunities have been provided as of 23 November 2009.

3.2 Malaysian side

A total of 11 organisations implement BBEC II. All concerned organisations have devoted necessary personnel and the associated costs including logistical costs to the programme. Some organisations have provided a fair amount of budget to conduct field activities such as surveys and workshops. The federal government has provided finance to conduct the TCTP on a cost-sharing basis with JICA. The budget of the 2009 TCTP is given in Annex 3. However, the quantity of inputs provided by the Malaysian side cannot be summarised because resources provided by the Sabah State agencies and ITBC are generally not exclusively earmarked for BBEC II.

An indicative list of Malaysian counterparts and personnel involved in the programme is provided in Annex 4.

4. Achievements and implementation process of the programme

The most recent Objective Monitoring Sheet outlining the achievements of the programme is given in Annex 7. The most recent Activity Monitoring Sheet indicating the planned and actual implementation of programme activities is given in Annex 8. The implementation process and achievements of the programme are summarised below¹.

¹ During the course of the current evaluation, several problems regarding the design of the PgDM (ver. 1) were identified. Such problems are explained briefly in this section and are dealt with in detail later.

4.1 Outputs

4.1.1 Output 1

The main achievements of Output 1 are summarized in Table 4. The indicator for Output 1-1: ‘Council meeting is held as scheduled (three times per year)’ is partly achieved. The Sabah Biodiversity Council has met four times including its first meeting held in December 2007. This translates into approximately twice per year. The council has requested for information on BBEC II and provided some guidance to the SaBC regarding its mandates.

However, the council is not an implementing agency of BBEC II and its operation is beyond the control of the programme. Therefore this indicator is not appropriate for judging the performance of the programme. Moreover, activation of the council, which is stated as Sub-output 1-1, should be treated as an assumption rather than a sub-output. Three out of the four activities planned under this sub-output were found to be irrelevant or unrealistic, hence not implemented. It has turned out that the only relevant activity was providing information to council members on activities of BBEC II (Activity 1-1-2). It made more sense for the programme to concentrate on the activities that capacitates the SaBC, which is the secretariat to the council.

Of the two indicators for Output 1-2: ‘Office of the Centre is established, and adequate number of staff with clear duties is allocated’ and ‘A strategic plan of the Centre is drawn out,’ the former is partly achieved. For the former indicator, the SaBC started operation in May 2008 with six officials. This was subsequently increased to seven in April 2009. It secured a permanent office in April 2009. It has drafted its organisational structure and identified the duties of its staff members.

Table 4: Achievements of Output 1

| Objectively Verifiable Indicators | Achievements to date |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1-1 Council meeting is held as scheduled (three times per year). | <ul style="list-style-type: none">• Sabah Biodiversity Council has met four times including the first meeting held on 6 December 2007. |
| 1-2(1) Office of the Centre is established, and adequate number of staff with clear duties is allocated. | <ul style="list-style-type: none">• SaBC was officially established in May 2008. Seven individuals have been appointed so far. Organisational structure and duties of staff members have been identified. |
| 1-2(2) A strategic plan of the Centre is drawn out. | <ul style="list-style-type: none">• Vision and Mission of SaBC have been established. |
| 1-3 Selected activities are implemented/ organised by the Centre. | <ul style="list-style-type: none">• SaBC is engaged in many activities including activities related to Ramsar registration and the site’s management plan, TEK, and management of CRP. |

The latter indicator has been achieved through the development of the SaBC’s vision and mission. According to its 2008 Annual Report, its mission is to ‘ensure that biodiversity of the State is sustainably managed by: 1) mobilizing, facilitating, and coordinating biodiversity conservation activities; 2) regulating the access to biological resources; 3) providing reliable information on the status, distribution, magnitude, usage and value of biodiversity; 4) educating the public about the importance of biodiversity; and 5) promoting the utilization of biological resources through biotechnology activities. Together with its vision to become ‘a role model in biodiversity management system by 2012 in Malaysia’ the mission forms the strategic plan of the SaBC.

The SaBC has also been given several mandates by the Sabah Biodiversity Council such as acting as its secretariat, and becoming a state focal point for the Ramsar Convention and Man and Biosphere (MAB) Programme. However, the SaBC is still understaffed and lack sufficient expertise to carry out all of its mandates. For example, two out of the five divisions it has decided to establish do not have an officer in charge.

A plan of operations on the activities under BBEC II which the SaBC is responsible for was drafted in July 2008. This is the action plan (Activities 1-3-2 and 1-3-3). Although this is referred to as the ‘strategic plan’ (Activity 1-2-3) in the most recent Objective Monitoring Sheet, that is not the case. It seems that there was some confusion.

One activity listed in the PO requires attention. The role of BBEC II and the Japanese advisors on drafting of the rules and regulations on Access and Benefit Sharing (ABS) requires clarification and/or redefining as the understanding and/or the intentions among programme members vary. On one hand, there are those who believe that it was agreed that the programme will assist this matter fully while on the other, there are those who think such assistance should be bounded to specific aspects such as providing background information to and enhancing the knowledge of the counterparts. It is very important to clarify this point as ABS can be a controversial issue simply because Japan is a potential user while Malaysia is a potential provider.

The indicator for Output 1-3: 'Selected activities are implemented/organised by the Centre' is achieved. The SaBC is engaged in many activities including those related to Ramsar registration and the site's management plan, Traditional Ecological Knowledge (TEK), and management of the Crocker Range Park (CRP). However, this indicator is very ambiguous and is not very helpful to measure the achievement of the programme. It does not question the volume, quality or the outcome of the activities implemented.

Although the PgDM (ver. 1) specifies three sub-outputs in Output 1, the three objectives are best viewed as means to achieve the ultimate objective of strengthening the capacity of the Sabah State to plan, coordinate, and promote biodiversity and ecosystem conservation activities rather than objectives in themselves. From such point of view, regardless of the attainment status of the objectively verifiable indicators defined in the PgDM, it can be judged that the programme is making substantial progress in Output 1.

4.1.2 Output 2

(1) Output 2-1

The main achievements of Output 2-1 are summarized in Table 5. The first indicator of Output 2-1: 'Additional xx CUZ sites become functional' requires a target number to be set. Regardless of the number, however, the target has not been achieved as no functional Community Use Zone (CUZ) has been established to date. The achievement is below the initial expectation. The concept of CUZ was expected to be established by the time BBEC II started when the programme was planned. In reality, it is taking time to establish the governing rules and the boundaries for the pilot sites in the CRP. Therefore, institutionalisation of the CUZ concept and extending of it to other protected areas is facing a greater challenge than expected.

The process of establishing the rules which will govern the establishment of a CUZ and the actual establishment of the boundaries for the pilot sites are taking a long time. On one hand, the SPs wants to make sure that there will be no negative impacts on conservation after the CUZ is introduced and on the other, the local community want to make sure that their rights are respected to the highest degree. Nevertheless, the stakeholders are putting in a lot of effort to make the concept work. For example, a taskforce and two working teams have been set up, researches on human activities and certain wildlife have been conducted, community dialogues have been held, the CUZ management agreement is being developed, the CUZ eligibility criteria is being elaborated, and the CUZ management plans have been planned to be developed. The programme is emphasising a science-based approach, in which research is conducted to gather sufficient information so that informed decision-making is possible, to promote CUZ. Besides the activities related to the CUZ, activities to register the CRP with the MAB Programme are also being implemented.

The second indicator of Output 2-1: 'The whole or selected areas in the river basin of Kinabatangan and Segama rivers is proposed officially as Ramsar site(s)' has been achieved through the registration of the Lower Kinabatangan-Segama Wetlands. Working groups have been established to develop a management plan for the site.

Albeit not designed to be measured by an indicator, activities have been planned and conducted in relation to the Lower Segama Wildlife Conservation Area (LSWCA). However, activities have been

hampered by survey issues, which were not accounted for in the initial plan of BBEC II. Procedures necessary to convert state land controlled by the LSD into a wildlife conservation area including the survey of the perimeter and riparian area had not been completed according to state regulations during BBEC I. As a result, discussions were necessary to decide how the riparian reserve, which will be basically an area along the river that cuts through the wildlife conservation area, will be managed. Much time has also been spent on how to handle the survey of the perimeter, which has already been completed, and the riparian area, which is yet to be done. Official gazetting is also required before the area can become operational as a wildlife conservation area. Hence activities related to the LSWCA are delayed. As of October 2009, the parties involved have agreed on a solution and signed a minutes.

No activities are conducted for the upper watersheds of Kinabatangan and Segama Rivers. During the planning stages of BBEC II, an idea to promote the area containing the Maliau Basin as an MAB or a World Heritage site was raised. Regarding the two river basins, however, the programme is concentrating its inputs on the Lower Kinabatangan and Segama area because of resource and time constraints.

Output 2-1 is concerned with implementing biodiversity and ecosystem conservation activities in three types of protected area. They are state park, wildlife conservation area, and forest reserve which are primarily managed by the SPs, SWD, and SFD respectively. Although the focus of activities and their progress differ from one protected area to another, in essence, the activities conducted and achievements attained in Output 2-1 are enhancing the capacity of Sabah state agencies and UMS to implement biodiversity and ecosystem conservation activities for protected areas including state park, wildlife conservation area, and forest reserve.

Table 5: Achievements of Output 2-1

| Objectively Verifiable Indicators | Achievements to date |
|-----------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2-1(1) Additional xx CUZ sites become functional. | <ul style="list-style-type: none"> • Draft CUZ Eligibility Criteria has been produced. • Baseline survey of one pilot community has been completed. |
| 2-1(2) The whole or selected areas in the river basin of Kinabatangan and Segama rivers is proposed officially as Ramsar site(s). | <ul style="list-style-type: none"> • Lower Kinabatangan-Segama Wetlands was registered as a Ramsar site in October 2008. |

(2) Output 2-2

The main achievements of Output 2-2 are summarized in Table 6. Both the first and second indicators of Output 2-2: ‘Additional xx research reports/articles are published’ and ‘Seminars and workshop are held xx time’ require a target number to be set. With regards to the first indicator, it is not clear how many research reports and articles have been produced. For the second indicator, a data analysis workshop on the survey results of the permanent plot and a seminar on research potentials in the CRP have been conducted.

Table 6: Achievements of Output 2-2

| Objectively Verifiable Indicators | Achievements to date |
|---------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2-2(1) Additional xx research reports/articles are published. | <ul style="list-style-type: none"> • Tree census monitoring was conducted in Inobon Permenant Plot in April 2009. |
| 2-2(2) Seminars and workshop are held xx times. | <ul style="list-style-type: none"> • ‘Seminar on Long-term Research in CRP: Its potentials, opportunities and international collaborations’ was held in August 2009. |

The stated objective of Output 2-2 is strengthening of research and education activities for protected area management. The objective is relevant for the programme but the scope is rather broad. Moreover, the progress to date shows that much consideration has been given to promoting research in the CRP, and the utilisation and expansion of permanent plots in particular, but less emphasis has been put on linking research with the management of protected areas. The ITBC has suggested that research for protected areas should be guided by the research needs identified by those who are responsible for managing the area in question. In reality, it receives very little requests from relevant agencies. It feels that a stronger

linkage should be created. The Japanese advisors noted the importance of research in adaptive management whereby research results feed into the decision-making process concerning the management of a protected area. The educational aspect is also not visible in the activities under this output.

Given the broadness of the objective, timeframe and resources of the programme, and the achievement to date, the probability of sufficiently attaining the stated objective is low. It would be more realistic to downscale the scope and consider research activities as an element of capacity development to properly manage the selected protected areas under BBEC II, which is being addressed by Output 2-1.

(3) Output 2-3

The main achievements of Output 2-3 are summarized in Table 7. The first indicator: 'EE policy is endorsed by the Council' has been achieved. The Sabah Environmental Education Policy was approved by the state cabinet in April 2009 and publicised through the launching ceremony in November 2009. Both the second and third indicators: 'Additional xx environmental education materials are developed' and 'The target groups of environmental education implement xx activities' require a target number to be set. Regarding the second indicator, an introductory video on the Ramsar site has been produced. Posters explaining the Ramsar Convention and the site have also been produced. For the third indicator, a subcommittee to develop an environmental education kit for the Ramsar site has been formed.

The Sabah Environmental Education Policy was not approved and put into force according to the expectation when BBEC II was planned. Its content went through a series of review. Discussions were held to decide on the procedure for cabinet approval and on which organisation will be responsible for the overall monitoring of the policy. These actions consumed time but resulted in a development of a policy which was better accepted by all the stakeholders. The monitoring responsibility was also clarified, making the maintenance of the policy more sustainable. Although the activation of the policy was delayed, some activities such as Communication, Education, Participation and Awareness (CEPA) on Ramsar Site went ahead regardless while the establishment of a monitoring system was delayed.

As it will be explained in detail later, there are minor issues regarding the responsibility of implementing environmental education on biodiversity conservation. The SaBC should be responsible according to the institutional arrangement of Sabah, but it has not been able to secure an individual to head the respective division. At current, the UST is in charge.

In sum, however, the apparent intended objective of this sub-output is likely to be achieved by the end of the programme period. It can be judged that the capacity, including the institutions to implement environmental education on biodiversity conservation has been strengthened through the programme.

Table 7: Achievements of Output 2-3

| Objectively Verifiable Indicators | Achievements to date |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 2-3(1) EE policy is endorsed by the Council. | <ul style="list-style-type: none"> Sabah Environmental Education Policy was approved by state cabinet in April 2009. |
| 2-3(2) Additional xx environmental education materials are developed. | <ul style="list-style-type: none"> Introductory video on Ramsar site has been produced. |
| 2-3(3) The target groups of environmental education implement xx activities. | <ul style="list-style-type: none"> Subcommittee to develop environmental education kit for Ramsar Site has been formed. |

4.1.3 Output 3

The main achievements of Output 3 are summarized in Table 8. Both the first and second indicators of Output 3: 'Sabah state agencies, UMS and other related agencies conduct xx training activities' and 'Various mass media report xx news related to Sabah biodiversity and ecosystems conservation' require a target number to be set. Regarding the first indicator, a third country training programme (TCTP) on integrated biodiversity and ecosystem management has been conducted in Sabah with the ITBC taking the lead during October and November 2009. A total of 16 trainees participated from Kenya, Sri Lanka,

Laos, and Cambodia. Regarding the second indicator, Ramsar site registration of the Lower Kinabatangan-Segama Wetlands was reported by various media during October to November 2008.

The TCTP is expected to be held in 2010 and 2011 as well. Relevant agencies have received feedback from the participants and are planning to improve the curriculum for the coming training sessions.

On the subject of information dissemination, the SaBC established its website in May 2009. The website of BBEC II has received more than 14,000 hits since October 2008, as of November 2009. Biodiversity and ecosystem conservation activities of Sabah have been presented at international events such as Ramsar COP 10 in Korea in 2008, Satoyama Workshop in Penang, Malaysia in 2009, and ASEAN Conference for Biodiversity in Singapore in 2009. The *Journal of Tropical Biology and Conservation*, Volume 5 is in press.

There is no activity conducted or planned on ‘extension service’ despite the stated objective of Output 3. It seems that this phrase does not carry any significant meaning in the programme. There are information dissemination activities being implemented but these do not constitute ‘extension service.’ Taking into consideration the general objective of the programme, the objective of Output 3 is best understood as enhancement of the capacity of Sabah state agencies and UMS to provide training on biodiversity and ecosystem conservation. From such point of view, the objective is likely to be achieved through the implementation of the TCTP.

Table 8: Achievements of Output 3

| Objectively Verifiable Indicators | Achievements to date |
|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3-1 Sabah state agencies, UMS and other related agencies conduct xx training activities. | <ul style="list-style-type: none"> TCTP on Integrated Biodiversity and Ecosystem Management was conducted from 18 October to 6 November 2009. |
| 3-2 Various mass media report xx news related to Sabah biodiversity and ecosystems conservation. | <ul style="list-style-type: none"> Ramsar site registration of Lower Kinabatangan-Segama Wetlands was reported by various media during October to November 2008. |

4.2 Programme Purpose

As Table 9 suggests, none of the indicators of the Programme Purpose have been achieved. Regarding the first indicator: ‘Biodiversity conservation strategy in Sabah is approved by the Council,’ it is not wise to assume such a strategy will be approved by the Sabah Biodiversity Council as there are too many assumptions which need to be satisfied. The current intention is not to create a new strategy but to update the 1992 Sabah Conservation Strategy based on the achievements of BBEC. This in turn would require sufficient time to review the content of the current strategy. It would also mean that there must be relevant success stories to include in the strategy. Moreover, approval of any kind of a policy is a state matter which is largely beyond the control of the programme. There must be sufficient time after completion of the draft if it is to be approved by the government. All this suggests that attainment of this indicator is ambiguous at best.

For the above-stated reasons, it is very unlikely that the second indicator: ‘xx number(s) of activities are implemented according to the strategy’ will be attained regardless of the target number within the programme lifespan.

Regarding the third indicator: ‘Programme related personnel are invited as trainers by other states in Malaysia/ other countries,’ it is likely that some of the Japanese advisors will be asked to train people in other countries or work on similar project utilising the experience with BBEC. It is probable that some of the counterparts will be asked to train others in other states of Malaysia and foreign countries in the future. The Federal Economic Planning Unit and Ministry of Natural Resources and Environment have requested that training on biodiversity conservation be conducted in other states by trainers from Sabah. However, there is no clear indication of when this may happen. The programme will probably need to promote what they can offer extensively if the programme members were to be called upon to conduct training in areas outside Sabah.

Nevertheless, regarding the former half of the Programme Purpose: ‘a system for biodiversity and ecosystem conservation in Sabah is strengthened,’ the likelihood of attaining such a goal is high. The programme members generally understand that the ‘system’ refers to a mechanism or a management process which enables the conservation of biodiversity and ecosystem in an integrated and sustainable manner. In essence, it is becoming able to plan, promote, implement, and monitor biodiversity conservation coherently with the SaBC coordinating all concerned parties. Such understanding is shared broadly among the programme members, and the activities undertaken and the achievements to date suggest that the programme is on the right track.

The Sabah State Government has in place various legislation on nature conservation including the Sabah Biodiversity Enactment 2000. It has activated the Sabah Biodiversity Council and established the SaBC as its secretariat. The SaBC is constantly being enhanced through the allocation of staff and budget, definition of jurisdiction and tasks, provision of office facilities, equipment and a vehicle, and provision of training. A holistic environmental education policy which encompasses raising awareness on biodiversity conservation has been activated. Coordination among multiple agencies has seen a success in the form of Ramsar registration of the Lower Kinabatangan-Segama Wetlands. Although attaining the approval of the updated Sabah Conservation Strategy by the Sabah Biodiversity Council and its implementation may be questionable, it is quite likely that a system for biodiversity and ecosystem conservation in Sabah will be strengthened. This suggests that the indicators of the Programme Purpose are insufficient.

Regarding the latter half of the Programme Purpose: ‘Sabah state becomes a centre for extension of knowledge and information to other areas of Malaysia and foreign countries,’ it is uncertain when such target will be attained. Moreover, a reasonable set of indicators is required to properly answer this question. It is probably plausible to assume that the ITBC and relevant Sabah state agencies will become able to organise biodiversity conservation training courses utilising the experiences and achievements of BBEC I and II. This may be attained through organising the TCTP. An information system on biodiversity in Sabah state is expected to be designed by the SaBC and relevant organisations. However, simply attaining such goals may be insufficient for becoming a centre for extension of knowledge and information to other areas of Malaysia and foreign countries. Other innovative initiatives such as the inter-agency coordination by the SaBC and relevant organisations, introduction of the CUZ and MAB, and the establishment of an ABS system are still under development.

Most probably, this latter half of the Programme Purpose should be treated as an overall goal as it is premature to assume the attainment of such goal within the programme period, given the current circumstances. It is probably plausible to assume that as a result of capacity enhancement in technical aspects through BBEC I and institutional aspects through BBEC II, and the efforts made outside BBEC by Sabah state agencies and UMS, the Sabah state becomes a centre of excellence in biodiversity.

Table 9: Achievements of Programme Purpose

| Objectively Verifiable Indicators | Achievements to date |
|------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Biodiversity conservation strategy in Sabah is approved by the Council. 2 xx number(s) of activities are implemented according to the strategy. | <ul style="list-style-type: none"> Experiences and achievements of activities conducted by BBEC are expected to be compiled and utilised to update Sabah Conservation Strategy. |
| 3 Programme related personnel are invited as trainers by other states in Malaysia/other countries. | <ul style="list-style-type: none"> Experiences and achievements of Sabah are being exposed to other areas through information dissemination activities and TCTP. |

4.3 Crosscutting implementation process

(1) Planning and monitoring

Planning has been done in an appropriate manner with sufficient involvement of the concerned parties. Prior to drafting of the PO, approximately three months was spent on developing of and building

consensus among implementing agencies on the concept of the programme. The PO Version 1 was completed in April 2008 and subsequently revised and updated as Version 2 in March 2009. Eight workshops were held to draft the PO Version 1 during January to March 2008 with all concerned Sabah state agencies and ITBC participating. Two short-term experts were dispatched, one each to SPs and SFD, to accelerate the planning process. Activities planned in the PgDM have been modified and added in the PO to appropriately define the activities that are necessary to achieve the goals of the programme. However, the PgDM was not changed as there was no provision regarding the updating of the PgDM in any of the official and operational documents.

Activities are generally well monitored. Each implementing agency is referring to the activities in the PO which it is responsible for. Some agencies have extracted the relevant activities from the PO and created their own tailor-made PO. The Monitoring Meeting, which involves all implementing agencies of the programme, has been held five times since the establishment of the PO Version 1 in April 2008. The Objective Monitoring Sheet and Activity Monitoring Sheet are prepared by the BBEC II Secretariat and circulated to the relevant agencies on a regular basis. In addition, the JICA advisor team is submitting the progress report to the JICA Malaysia Office every six months.

(2) Communication, decision-making, and implementation structure

No substantial problems in the communication or decision-making process were found. All concerned agencies understand the general objectives of BBEC II and their roles in the programme very well. Some agencies, however, are not fully aware of activities in which they are not involved in.

BBEC II has set up several decision-making and coordinating bodies, namely: the Steering Committee Meeting, Secretariat Meeting, Management Committee Meeting, and Monitoring Meeting. The Management Committee Meeting and Monitoring Meeting are functioning as practical decision-making and overall monitoring bodies respectively. These bodies are effective means to manage the large number of implementing agencies of BBEC II. The Secretariat Meeting, however, has not been utilised for longer than a year as most decision-making required inputs from the Management Committee members. The 'Guidebook of Bornean Biodiversity and Ecosystems Conservation Programme II (BBEC II) in the State of Sabah' which has been distributed to all relevant parties contains the purposes of such bodies along with other important information such as the plans and strategies for the programme.

Direct communication among senior members of the programme such as the Programme Director, Deputy Programme Director, Programme Manager, and Japanese Chief Advisor is rather limited. Recently, however, in response to the concern raised by the JICA advisors on this issue, the Programme Manager has proposed to hold regular meetings, at least once in every two months.

The roles allocated to the implementing agencies under BBEC II may require minor changes. One of the main activities of BBEC II is promotion and implementation of environmental education. Through discussions among programme members, it has been decided that the EPD is the primary agency responsible for the overall monitoring of the Sabah Environmental Education Policy. Despite this, the EPD is not a member of the Management Committee of BBEC II. The SaBC is now mandated to educate the public about the importance of biodiversity. To the contrary, the UST, which has been given a role in the programme to manage environmental education activities such as the CEPA on biodiversity, and act as a secretariat, has in fact a broader mandate. The UST is mandated by the government to raise awareness on science and not just on biodiversity. Concerning these agencies, because of the recent change in the state organisation, there are slight mismatches between the roles allocated officially by the state government and by the programme. In reality, however, because of its involvement in the awareness-raising component of BBEC I, the UST has a better capacity than the SaBC on environmental education at current.

(3) Technical transfer

The methods and intensity of technical transfer is appropriate given the objectives of the programme and the constraints of the counterpart organisations. BBEC II focuses largely on institutional development

and not so much on specific technical skills. The development of institutional and organisational capacity to integrate and coordinate biodiversity and ecosystem conservation activities is the main theme. BBEC II utilises the registration and maintenance of the protected areas of Sabah under international conventions and schemes to develop common goals to put into practice such integration and coordination. Capacity development is done through the execution of various tasks required to attain such goals. Various working groups have been set up through which counterpart agencies discuss and implement activities. The main mode of technical transfer is promotion and facilitation of activities carried out by the counterparts, although Japanese experts have been attached to certain agencies for a limited period of time to work on specific topics. This is being complemented by the provision of opportunities such as examination of similar initiatives i.e., visiting and observing the biodiversity centre in Sarawak and MAB sites in Indonesia, participating in seminars, and attending training courses in Japan.

5. Review of PgDM

During the course of the evaluation, the PgDM (ver. 1) was examined carefully to consider whether it adequately reflected the intentions of the technical cooperation by this programme. It was found that some adjustments were necessary so that the PgDM better reflected the intended objectives of the programme. The proposed changes to the PgDM are outlined below. These proposals are based on the outcome of the workshop held on 8 December 2009. The full revised PgDM proposed for approval by the Programme Steering Committee can be found in Annex 2.

(1) Overall goal

The narrative summary and the objectively verifiable indicators of the Overall Goal are proposed to be changed as sited in Table 10 and Table 11. The change is proposed because defining of the ‘conservation model’ stated in the current narrative summary is difficult. Instead, the latter half of the proposed Overall Goal intends to raise the recognition of various conservation initiatives of Sabah. Similarly, the indicators require change as the current one is difficult to measure because of the ambiguity of the ‘conservation model.’

Table 10: Proposed changes to the narrative summary of the Overall Goal

| Before change (Version 1) | After change (Version 2) |
|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|
| Biodiversity and ecosystems conservation in Sabah is strengthened and internationally recognised as a conservation model. | Biodiversity and ecosystem conservation in Sabah is strengthened and internationally recognised. |

Table 11: Proposed changes to the objectively verifiable indicators of the Overall Goal

| Before change (Version 1) | After change (Version 2) |
|-----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Sabah conservation model developed through BBEC is introduced to other states of Malaysia and/or other countries. | 1 Biodiversity related issues in updated Sabah Conservation Strategy are implemented. 2 At least 1 additional site is registered under international initiatives on biodiversity conservation and/or existing site(s) is expanded. |

(2) Programme Purpose

The narrative summary of the Programme Purpose are proposed to be changed as sited in Table 12 . The latter half of the current Programme Purpose is ambiguous because the meaning of the word ‘centre’ is not clear. Therefore it is proposed to be clarified. The latter half of the proposed Programme Purpose aims specifically at becoming capable of extending knowledge and skills through means such as training and internet.

Table 12: Proposed changes to the narrative summary of the Programme Purpose

| Before change (Version 1) | After change (Version 2) |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| A system for biodiversity and ecosystems conservation in Sabah is strengthened and Sabah state becomes a centre for extension of knowledge and information to other areas of Malaysia and foreign countries. | A system for biodiversity and ecosystem conservation in Sabah is strengthened and Sabah state becomes capable of extending knowledge and skills on biodiversity conservation to other states of Malaysia and foreign countries. |

In order for the current indicators of the Programme Purpose to be achieved, stronger assumptions need to be met, and activities need to be added. In particular, for the first two indicators, the Sabah Biodiversity Council will need to put priority on examining the conservation strategy, and sufficient resources will need to be allocated to implement the strategy. These assumptions are not realistic given that the programme has no control over the council, and because resource and time is insufficient. Therefore, they are proposed to be changed as shown in Table 13. Regarding the first proposed indicator, all implementing agencies are expected to document the achievements of their activities in their respective outputs and feed into the updating of the Sabah Conservation Strategy. Hence this indicator is intended to measure the integrated final output of the programme.

Table 13: Proposed changes to the objectively verifiable indicators of the Programme Purpose

| Before change (Version 1) | After change (Version 2) |
|----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|
| 1 Biodiversity conservation strategy in Sabah is approved by the Council. | 1 Biodiversity related issues in Sabah Conservation Strategy are updated. |
| 2 xx number(s) of activities are implemented according to the strategy. | 2 At least 2 sites are registered under international initiatives on biodiversity conservation. |
| 3 Programme related personnel are invited as trainers by other states in Malaysia/other countries. | 3 BBEC II related personnel are invited as trainers/ resource persons by other states in Malaysia and/or foreign countries at least 15 times. |

(3) Outputs and Activities

The Outputs and Activities are proposed to be regrouped because the current grouping of the sub-outputs and activities are inconvenient, and do not necessarily reflect the prevailing institutional arrangements. Together with the regrouping of the sub-outputs and activities, several activities deemed redundant and not implemented by the programme will be removed, several activities necessary to attain the desired outcomes will be added, and the wording of many activities will be modified to properly describe the content of activities if the proposal is accepted. In addition, the objectively verifiable indicators are proposed to be modified and added to better capture the effects of the programme activities. The proposed changes to the narrative summary of the Outputs, the proposed changes to the objectively verifiable indicators of the Outputs, and the proposed changes to the narrative summary of the Activities are shown in Table 14, Table 15 and Table 16 respectively. A diagram which explains how the regrouping is proposed is given in Figure 1.

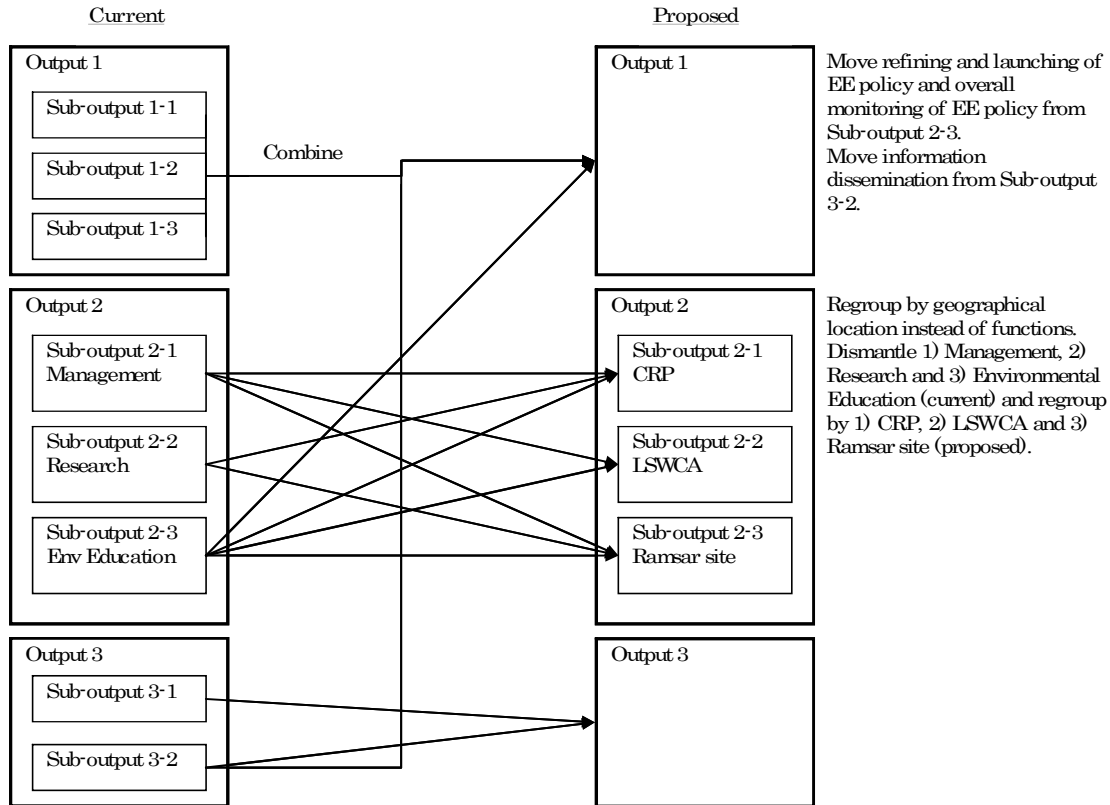


Figure 1 Regrouping of Sub-outputs and Activities

The proposed Output 1 will contain all activities of the current Output 1 except for those deemed redundant during the drafting of the PO by the programme, activities related to the preparation and monitoring of the environmental education policy in the current Sub-output 2-3 (Activities 2-3-1 and 2-3-3), and activities on information dissemination in the current Sub-output 3-2 (Activities 3-2-2 and 3-2-3). An activity is added to reflect the actual activity that became necessary after programme commencement (proposed Activity 1-10). An activity to document the achievements of Output 1 which will be used to update the Sabah Conservation Strategy is also added (proposed Activity 1-13).

The activities of the proposed Output 2 are regrouped by geographical location. All activities under the current Output 2, except for Activities 2-3-1 and 2-3-3 (moved to Output 1), are retained and regrouped. Instead of grouping the activities under 1) management (Sub-output 2-1), 2) research (Sub-output 2-2) and 3) environmental education (Sub-output 2-3), they are grouped under 1) CRP (Sub-output 2-1), 2) LSWCA (Sub-output 2-2) and 3) Ramsar site (Sub-output 2-3). Some activities (current Activities 2-1-4 and 2-1-5) are deleted from the PgDM as they should come under another activity (proposed Activity 2-3-1) as sub-activities. Similarly the current Activity 2-2-2 is proposed to be treated as a sub-activity under the proposed Activity 2-1-3. An activity to document the achievements of each sub-output which will be used to update the Sabah Conservation Strategy is also added to each sub-output (proposed Activity 2-1-5, 2-2-3, and 2-3-4).

The proposed Output 3 retains all activities of the current Sub-output 3-1 and the current Activity 3-2-1.

Table 14: Proposed changes to the narrative summary of the Outputs

| Before change (Version 1) | After change (Version 2) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Output 1: Functions and implementation capacity of Sabah Biodiversity Council/Centre are enhanced.</p> <p>1-1 Sabah Biodiversity Council (the Council) is activated.</p> <p>1-2 Sabah Biodiversity Centre (the Centre) is established and activated.</p> <p>1-3 Basic activities for biodiversity and ecosystems conservation in Sabah state are coordinated, promoted and implemented by the Centre.</p> | <p>Output 1: The capacity of the Sabah State to plan, coordinate, and promote biodiversity and ecosystem conservation activities is strengthened.</p> |
| <p>Output 2: Biodiversity and ecosystems conservation activities are implemented.</p> <p>2-1 Protected areas such as state parks, wildlife reserves, and forest reserves are managed under relevant policies of Sabah.</p> <p>2-2 Research and education activities for protected area management are strengthened.</p> <p>2-3 Sabah environmental education policy (EE policy), which was formulated under BBEC Phase I, is implemented and monitored.</p> | <p>Output 2: The capacity of Sabah state agencies and UMS to implement biodiversity and ecosystem conservation activities for protected areas such as state parks, wildlife conservation areas, and forest reserves is enhanced.</p> |
| <p>Output 3: Extension services and training capability related to the biodiversity and ecosystems conservation are enhanced.</p> <p>3-1 Sabah state agencies, UMS and related organizations are able to conduct trainings on biodiversity and ecosystems conservation to both foreign and local trainees, based on the experience of BBEC.</p> <p>3-2 Knowledge and information concerning biodiversity and ecosystems conservation activities are made available in Malaysia and foreign countries</p> | <p>Sub-output 2-1: The capacity of the Sabah Parks and relevant parties to implement biodiversity and ecosystem conservation activities for state parks is enhanced through managing the Crocker Range Park.</p> <p>Sub-output 2-2: The capacity of the Sabah Wildlife Department and relevant parties to implement biodiversity and ecosystem conservation activities for wildlife conservation areas is further enhanced through managing the Lower Segama Wildlife Conservation Area.</p> <p>Sub-output 2-3: The capacity of the Sabah Forestry Department and relevant parties to implement biodiversity and ecosystem conservation activities for forest reserves is further enhanced through managing the River basin of Kinabatangan and Segama Rivers.</p> <p>Output 3: The capacity of Sabah state agencies and UMS to provide training on biodiversity and ecosystem conservation is enhanced.</p> |

Table 15: Proposed changes to the objectively verifiable indicators of the Outputs

| Before change (Version 1) | After change (Version 2) |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1-1 Council meeting is held as scheduled (three times per year).</p> <p>1-2(1) Office of the Centre is established, and adequate number of staff with clear duties is allocated.</p> <p>1-2(2) A strategic plan of the Centre is drawn out.</p> <p>1-3 Selected activities are implemented/organised by the Centre.</p> | <p>1-1 Office of SaBC is established, and its organisational structure is proposed.</p> <p>1-2 A strategic plan of SaBC is drawn out.</p> <p>1-3 Members of SaBC who are responsible for activities related to BBEC II are trained.</p> <p>1-4 SaBC is appointed as state focal point for international initiatives.</p> <p>1-5 SaBC chairs at least 2 inter-agency working groups.</p> <p>1-6 Biodiversity information and management system is established.</p> <p>1-7 EE policy and its monitoring mechanism are established.</p> |
| <p>2-1(1) Additional xx CUZ sites become functional.</p> <p>2-1(2) The whole or selected areas in the river basin of Kinabatangan and Segama rivers is proposed officially as Ramsar site(s).</p> <p>2-2(1) Additional xx research reports/articles are published.</p> <p>2-2(2) Seminars and workshop are held xx times.</p> <p>2-3(1) EE policy is endorsed by the Council.</p> <p>2-3(2) Additional xx environmental education materials are developed.</p> <p>2-3(3) The target groups of environmental education implement xx activities.</p> | <p>2-1-1 CUZ Eligibility Criteria is developed.</p> <p>2-1-2 At least 1 MOU on CUZ is signed between local community and SPs.</p> <p>2-1-3 Crocker Range Park is proposed officially as Man and Biosphere site</p> <p>2-1-4 At least 3 studies relevant to management of Crocker Range Park is conducted.</p> <p>2-1-5 Seminars and workshops on studies in Crocker Range Park are held at least 3 times.</p> <p>2-1-6 At least 3 environmental education materials on Man and Biosphere are developed.</p> <p>2-2-1 Lower Segama Wildlife Conservation Area is gazetted.</p> <p>2-2-2 Management plan of Lower Segama Wildlife Conservation Area is developed.</p> <p>2-2-3 Rules and regulations to manage riparian reserve within wildlife conservation area in an integrated manner are developed.</p> <p>2-3-1 Whole or selected areas in river basin of Kinabatangan and Segama Rivers is proposed officially as Ramsar site(s).</p> <p>2-3-2 Management plan for Lower Kinabatangan Segama Wetlands is developed.</p> <p>2-3-3 At least 5 studies relevant to the management of Lower Kinabatangan Segama Wetlands are conducted.</p> <p>2-3-4 At least 5 environmental education materials are developed.</p> <p>2-3-5 At least 2 permanent exhibitions on Ramsar are established.</p> <p>2-3-6 At least 3 events on Ramsar are conducted.</p> |
| <p>3-1 Sabah state agencies, UMS and other related agencies conduct xx training activities.</p> <p>3-2 Various mass media report xx news related to Sabah biodiversity and ecosystems conservation.</p> | <p>3-1 At least 3 training courses are successfully completed.</p> <p>3-2 At least 48 trainees complete training course.</p> <p>3-3 Percentage of trainees who are satisfied with overall content of training course is at least 75 %.</p> <p>3-4 Percentage of trainers who feel that they had properly conveyed the desired knowledge and skills for their training session is at least 90 %.</p> |

Table 16: Proposed changes to the narrative summary of the Activities

| Before change (Version 1) | After change (Version 2) |
|----------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1-1-1 Deliberate and endorse resolutions of BBEC Phase I. | 1-1 Enhance understanding of the Sabah Biodiversity Council members on biodiversity and ecosystem conservation. |
| 1-1-2 Conduct capacity building activities for the Council members. | 1-2 Recommend the institutional arrangement of the Sabah Biodiversity Centre (SaBC) including proposals for staffing, location of the office, finance, internal rules and regulations, and etc. |
| 1-1-3 Improve operation of the Council. | 1-3 Conduct capacity building activities for SaBC. |
| 1-1-4 Coordinate activities for biodiversity and ecosystems conservation implemented by Sabah Biodiversity Centre (the Centre) and other agencies. | 1-4 Prepare a strategic plan for activities of SaBC. |
| 1-2-1 Propose structural position of the Centre in Sabah state government including staff allocation, location, financial allocation etc. | 1-5 Select the purposes of SaBC to be assisted by BBEC II. |
| 1-2-2 Complete institutional set-up of the Centre including internal rules and regulations. | 1-6 Prepare an action plan for the Centre based on the priority purposes chosen in the above. |
| 1-2-3 Prepare a strategic plan for activities of the Centre. | 1-7 Implement the action plan. |
| 1-2-4 Conduct capacity building activities for the Centre members. | 1-8 Prepare and publish annual report of SaBC. |
| 1-3-1 Prioritize the functions of the Centre as per section 9 of the Sabah Biodiversity Enactment 2000. | 1-9 Facilitate the approval of the Sabah Environmental Education Policy (EE policy). |
| 1-3-2 Prepare an action plan(s) for the Centre based on the priority purposes chosen in the above. | 1-10 Prepare an implementation plan for the EE policy on biodiversity and ecosystem conservation. |
| 1-3-3 Implement the action plan(s). | 1-11 Establish a monitoring and evaluation mechanism of the environmental education activities. |
| 1-3-4 Prepare biodiversity conservation strategy in Sabah. | 1-12 Publish and release information on biodiversity and ecosystem conservation in Sabah including BBEC activities through various media such as newspapers, TV, radio and web-site. |
| 1-3-5 Prepare and publish annual report of the Centre. | 1-13 Document the achievements of Output 1 to be used in the updating of the Sabah Conservation Strategy. |
| 2-1-1 Manage the Crocker Range Park (CRP) focusing on Community Use Zone (CUZ) and introduce the concept of CUZ to other protected areas. | 1-14 Coordinate updating of the Sabah Conservation Strategy. |
| 2-1-2 Implement Lower Segama management plan with focus on participatory conservation activities and community-based ecotourism. | 2-1-1 Manage the Crocker Range Park focusing on Community Use Zone (CUZ). |
| 2-1-3 Prepare management strategy to conserve the river basin of Kinabatangan and Segama rivers. | 2-1-2 Promote introduction of CUZ to other protected areas. |
| 2-1-4 Identify and propose potential areas in/around the river basin for conservation area. | 2-1-3 Conduct research directly applicable to biodiversity and ecosystems conservation. |
| 2-1-5 Propose the whole or selected areas within the river basin as Ramsar site(s) on the basis of the management strategy. | 2-1-4 Implement environmental education activities based on the EE policy. |
| 2-2-1 Conduct research directly applicable to biodiversity and ecosystems conservation and use the result in education. | 2-1-5 Document the achievements of Sub-output 2-1 to be used in the updating of the Sabah Conservation Strategy. |
| 2-2-2 Expand the collaboration with other research institutes including foreign research institutes and universities. | 2-2-1 Manage the Lower Segama Wildlife Conservation Area (focusing on participatory conservation activities and community-based ecotourism). |
| 2-2-3 Share information with the Centre. | 2-2-2 Implement environmental education activities based on the EE policy. |
| 2-3-1 Prepare an implementation plan for the EE policy. | 2-2-3 Document the achievements of Sub-output 2-2 to be used in the updating of the Sabah Conservation Strategy. |
| 2-3-2 Implement environmental education activities based on the plan. | 2-3-1 Manage the river basin of Kinabatangan and Segama rivers. |
| 2-3-3 Monitor and evaluate the environmental education activities. | 2-3-2 Conduct research directly applicable to biodiversity and ecosystems conservation. |
| 3-1-1 Collect information on local training needs, formulate training programmes and conduct trainings to related parties of Sabah. | 2-3-3 Implement environmental education activities based on the EE policy. |
| | 2-3-4 Document the achievements of Sub-output 2-3 to |

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| <p>3-1-2 Collect information of training needs in neighbouring areas/countries.</p> <p>3-1-3 Review knowledge and experience of Sabah, which is applicable for neighbouring areas/countries.</p> <p>3-1-4 Formulate training programmes and conduct trainings to personnel and institutions in neighbouring areas/countries.</p> <p>3-1-5 Evaluate the trainings and feedback the result to the training programmes.</p> <p>3-2-1 Review biodiversity and ecosystems conservation activities conducted by private sectors, NGOs in Malaysia.</p> <p>3-2-2 Prepare a strategy for dissemination of information.</p> <p>3-2-3 Publish and release information on biodiversity and ecosystems conservation in Sabah as well as BBEC activities through various media such as newspapers, TV, radio and web-site.</p> | <p>be used in the updating of the Sabah Conservation Strategy.</p> <p>3-1 Compile and analyse biodiversity and ecosystem conservation activities conducted by the private sector, and NGOs in Malaysia.</p> <p>3-2 Collect information on local training needs, formulate training programmes and conduct trainings to relevant parties of Sabah.</p> <p>3-3 Collect information on training needs in Sarawak, Peninsular Malaysia and foreign countries.</p> <p>3-4 Identify knowledge and experience of Sabah, which may be applicable to Sarawak, Peninsular Malaysia and foreign countries.</p> <p>3-5 Formulate training programmes and conduct trainings to personnel and institutions in Sarawak, Peninsular Malaysia and foreign countries.</p> <p>3-6 Evaluate the trainings and improve the training programmes.</p> |
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6. Evaluation results

6.1 Relevance

The relevance of the programme is very high.

The programme content is highly relevant to the challenges of Sabah. Sabah has been protecting its mega-biodiversity through various legislations and activities. However, the capacity of the agencies mandated to protect biodiversity still requires enhancement. Moreover, the coordination among them has been very limited because each organisation has a limited scope as it is guided by different legislations and there has been no coordinating body in place. The institutional capacity to manage biodiversity and to conduct biodiversity and ecosystem conservation activities in an integrated manner has been rather weak in the past. Regardless of the ultimate purpose, whether strict protection or sustainable use, conservation of biodiversity cannot be realised if efforts are fragmented.

Sabah also faces the challenges of balancing economic development and nature conservation. Awareness on the importance of biodiversity conservation is still not very high. There is always some degree of development pressure such as demand for timber and oil palm plantation land. There are many cases of conflict between human and animal because of the loss of habitats. Large areas of forest have been opened in the past and suitable habitats for wildlife has been fragmented. In order to enable informed decision-making on development and conservation, awareness on the importance of biodiversity requires enhancement. The necessity of the programme is high.

The former objective of both the Programme Purpose and Overall Goal is very much relevant to the issue which needs to be addressed in Sabah. There is a strong need to establish a system to coordinate and integrate efforts to conserve and properly manage biodiversity.

The latter half of the Programme Purpose is not of primary importance for enhancing biodiversity conservation in Sabah. The limited resources may be better utilised in capacitating stakeholders in Sabah than training people from overseas. However, there is no denying of the capacity development effect on stakeholders in Sabah from teaching and presenting to others. The desires to give back or to share what they have learned through BBEC to others have been expressed by many counterparts. Moreover, the objective is in line with Malaysia's vision to become a developed country by 2020. The Malaysian National Biodiversity Policy envisages Malaysia to become a centre of excellence in conservation, research, and utilisation of tropical biological diversity by 2020.

The latter half of the Overall Goal is ambiguous and requires rephrasing.

The intended programme purpose and overall goal are consistent with the natural environment policies including policies on biodiversity conservation and development policies of Sabah and Malaysia, and the aid policies of Japan to Malaysia. There has been no major change since the ex-ante evaluation.

The approaches employed by the programme are appropriate. The emphasis placed on the strengthening of the function and capacity of the Sabah Biodiversity Council and SaBC is justified. The Sabah State Government has commenced convening of the council meeting and officially established the SaBC since the programme started. Various stakeholders suggest that a coordinating body to deal with biodiversity issues was necessary. The council and SaBC are legitimate bodies for such purpose since their establishment are stipulated in the Sabah Biodiversity Enactment. The council and SaBC are also important for coordinating research with foreign researchers and protecting biological resources from abuse and piracy. However, it has turned out that the operation of the council is largely beyond the control of BBEC II.

The strategy of employing the attainment of international recognition of biodiversity in Sabah to make various stakeholders work towards a common goal is working. Since each state agency is basically governed by a different set of rules and regulations, establishment of a common goal is an effective tool to get them working together. It is plausible to assume that through success experience, they will become confident in collaborating with each other in various other issues which may not be restricted to gaining international recognition. Their registration of the Lower Kinabatangan-Segama Wetlands under the Ramsar Convention has already brought significant positive effects to this end. However, those involved would need to experience a clear benefit from international recognition if such collaboration was to continue. Moreover, the general public would also need to appreciate that such recognition is beneficial if the government agencies were to obtain support from them.

The approach which aims to enhance the implementation capacity of the concerned agencies and the coordination capacity of the SaBC through the implementation of selected biodiversity and ecosystem conservation activities is sound. As stated earlier, the capacity of individual agencies to manage biodiversity still requires enhancement. A coordinating body for biodiversity has newly been established but lacks experience. Actual implementation of activities for forest reserves, state parks, and wildlife conservation areas will not only strengthen the individual capacity of the three major nature conservation agencies but will enhance the coordination among all relevant parties concerned with biodiversity conservation, and the capacity of the SaBC to coordinate. Although the approach is theoretically fine, however, the SaBC would require much more resources and expertise for such an approach to be fully effective. To date, success of activities has largely depended on the leadership of relatively strong organisations such as the SFD, efforts of the BBEC II secretariats, and the guidance of JICA advisors.

Enhancing of the capacity to disseminate information and provide training on biodiversity and ecosystem conservation of relevant agencies is relevant when assessed against the objective of strengthening of the institutional capacity for biodiversity and ecosystem conservation. In theory, teaching and explaining to others will enhance the understanding of those who teach as they will have to review their knowledge and skills to convey them properly. So far in practice, the TCTP has become a good opportunity not only to share the experiences of Sabah to the world but also for Sabah to learn from the world.

Moreover, the fact finding conducted prior to the implementation of the TCTP found that there is significant demand for training on biodiversity and ecosystem management in Cambodia, Laos, Sri Lanka, and Kenya. Some of the specific areas of interest were scientific research on taxonomy, human and animal conflict, integrated biodiversity conservation, watershed management, and forest conservation. However, it must be emphasised that there is still much capacity development to be done for stakeholders of Sabah.

6.2 Effectiveness

The effectiveness of the programme is high.

As stated earlier, the likelihood of the programme being able to achieve the first half of the programme

purpose is high. The body to coordinate biodiversity conservation has been set up and several issues are being pursued under the collaboration of multiple agencies. The success of collaboration can already be observed clearly in the form of Ramsar site registration, launching of the Sabah Environmental Education Policy, the establishment of an agreement to solve the land and survey issue regarding the LSWCA and ongoing initiatives through the taskforces set up to establish a CUZ in the CRP. Through continuation of the current activities and their eventual institutionalisation, the institutional capacity for biodiversity and ecosystems conservation in Sabah is very likely to be strengthened.

For the latter half of the programme purpose, it is probably likely that the ITBC and relevant Sabah state agencies will become able to provide effective training courses on biodiversity, but for Sabah to become a centre for extension of knowledge and information on biodiversity to other areas of Malaysia and foreign countries substantial efforts would be required. Owing to the problems in the indicators defined for the Programme Purpose in the current PgDM (ver. 1), the prospects of fully attaining the targets are bleak. However, the effectiveness of the programme is high if it is evaluated against the intended objective of establishing and strengthening of the administrative institution on biodiversity and ecosystem conservation in Sabah.

The approaches employed by the programme are not only theoretically sound but are also well accepted by the counterparts and working effectively as explained above. They have proven to be effective means to enhance the state-wide institutional capacity to manage biodiversity and ecosystems conservation initiatives in an integrated manner.

The sites selected for protected area management under the programme are appropriate for achieving the programme objectives as they cover all three major forms of terrestrial protected areas in Sabah. It means that the selection engages all three main agencies mandated to conserve nature in Sabah. They are also compatible with one of the strategies of the programme which is to mobilise various agencies to work towards a common goal such as registering of the sites as Ramsar or MAB sites. However, the scope of the activities is quite broad and may be challenging given the resources available to implementing agencies and the planned volume of inputs.

Although the programme is on the right track to achieve its intended goals, the logical framework of the current PgDM (ver. 1) has some problems. This has been discussed earlier in this report and a proposal for change has been given.

6.3 Efficiency

The efficiency of the programme is high.

Achievements of the programme are summarized earlier in this report. Achievement levels of the outputs are adequate. Activities are being implemented adequately. Most activities are carried out as scheduled. The extent and volume of activities are sufficient. Although there are other areas that can benefit from programme intervention such as the protection of the mid- and upper areas of the Segama and Kinabatangan River basins, the extent and volume of the activities planned and conducted are sufficient, given the objectives of the programme. No activities irrelevant to the attainment of the programme purpose was been implemented. Some activities listed in the PgDM (ver. 1) have not been executed because they were deemed irrelevant by the programme members. Such judgment appears correct.

The framework of activities in the PgDM is generally appropriate, although some should be regrouped as suggested earlier under the new outputs. The precondition of the programme stated in the PgDM (ver. 1) has been met sufficiently. The important assumptions stated in the PgDM (ver. 1) have also been satisfied. There are other important assumptions missing in the PgDM (ver. 1) such as the establishment of the SaBC and the activation of the Biodiversity Council, but these have been satisfied. However, as stated earlier, some of the relatively minor implicit assumptions such as those on the CUZ, environmental education policy, and LSWCA have not been met fully. As a consequence, the programme has experienced some delays.

Achievements of BBEC I have provided the basis for many activities in BBEC II which is enhancing its efficiency to attain the desired goals. In the TCTP, the concept and achievements of BBEC I is utilised. The concept of the CUZ is utilised in the management of the CRP. The Sabah Environmental Education Policy was established based on the efforts made during the first phase.

The number, technical field, and dispatch timing and length of Japanese experts have generally been appropriate. The JICA advisors have been extensively assisting the SaBC in particular. They have performed lot of the coordinating roles in bringing the many stakeholders together. For the short-term experts, appropriate expertises have generally been deployed at the required timing through consultation between the JICA advisors and the concerned agencies.

However, the current plan in the PgDM (ver. 1) to decrease the number of long-term experts is unfeasible. The volume of activities is not expected to decrease. To the contrary, much effort will be required to comprehensively document the achievements of both BBEC I and II so that they can be used in the future in Sabah as well as other areas. The SaBC requires further capacity building. Many of those interviewed argued that it is too early to decrease the inputs from the Japanese side. The roles of the experts are clear and distinct to the counterparts and they do not see that it is feasible to continue the current level of activities with the decreased number.

Other inputs by the Japanese side such as local consultants and equipment have been provided appropriately. In particular, the provision of a vehicle and office equipment helped the state government set up the working environment of the SaBC in a timely manner.

The provision of training and opportunities to attend seminars and conduct exposure visits are well utilised to enhance the capacity of the counterparts. Those who were interviewed generally found that the training they attended to be useful. Some have suggested that they felt the social context of Japan was very different from Sabah and thought that it was more challenging in Sabah for example, to raise the awareness of the population because of the diversity of its people and culture. Regarding the number of training opportunities, on one hand there are those who consider that it is not sufficient comparing to BBEC I, on the other, there are those who feel capacity development through training is important but in reality, there is not enough staff to train in the first place.

The inputs provided by the Malaysian side have generally been sufficient. Operation costs including logistical and travel costs for the counterparts have largely been met by the Malaysian side. The Malaysian government, and the Sabah state government, contributed to the TCTP not only with its human resources but also financially. Regarding the number, technical field, position and assignment period of the counterparts, all concerned agencies consider that they are doing well given the constraints. Many state agencies feel that they lack personnel, which makes it difficult for them to continuously allocate a sufficient number of officers to the programme. The state government nonetheless has made considerable effort to allocate personnel to the newly established SaBC, although the organisation is still under-resourced. The SPs has appointed a park ranger to work specifically on the CUZ.

6.4 Impact

The likelihood of attaining the intended overall goal is high.

There are many positive signs to believe that biodiversity and ecosystem conservation in Sabah will be strengthened. Several informants have suggested that the programme is playing the role of a catalyst to promote activities and solve problems related to biodiversity and ecosystem conservation. It has encouraged the state government to properly enforce the Sabah Biodiversity Enactment and officially set up the SaBC. Most of those interviewed have noticed that the programme has enabled various agencies to work together on many occasions and sectionalism has been overcome in many cases. Many have observed changes in the level of coordination. Many mentioned that it was uncommon for different agencies to work together as they do now in BBEC II.

The concept of CUZ is changing the mindset of at least some people engaged in biodiversity

conservation. The mainstream idea in Sabah has long been 'fortress conservation' in which protected areas are basically a no-go zone for anyone. The introduction of the CUZ is making stakeholders come up with an arrangement in which human activities and conservation is compatible. There is more consideration given to the people in protected area management. The concept of zoning, core, buffer, and multiple use and so on are becoming more and more recognised.

Introduction of the Ramsar Convention and MAB Programme is also expected to promote innovative thinking. It is hoped that a state-wide change in the approach to manage communities within and around protected areas will be realised. Several respondents including the SFD have mentioned that the registration of its forest reserves as Ramsar site has raised the recognition of Sabah and the SFD. The international recognition attained through the registration as Ramsar site may enhance the pride of the people who live and work there. This in turn would make implementation of conservation activities easier as those people would more likely to understand the importance of such activities.

The network of organisations involved in environmental awareness-raising has been enhanced through the deliberation on the Sabah Environmental Education Policy and related activities. The Sabah Environmental Education Network, which is hosted by the EPD with 33 members across Sabah including governmental and non-governmental organisations, and collaborates on the promotion and implementation of environmental education, has been strengthened. This in turn is expected to enable the effective and better implementation of activities aimed at promoting better understanding on the importance of biodiversity and ecosystem conservation throughout Sabah.

The process of establishing the LSWCA may become a showcase for effectively managing an area as a protected area where different types of land governed by different laws exist. Although it is going through many challenges, the solution may be applied to new similar cases.

However, it is difficult to assess the likeliness of the latter half of the Overall Goal been attained because the phrase 'conservation model' is not defined. According to one respondent, however, the model is an ideal situation in which the protected areas, which are fragmented across different organisations in terms of jurisdiction, are managed in an integrated manner. It is basically equivalent to the 'system' stated in the Programme Purpose. If this is the case, there are chances that such a model will be introduced by other areas. However, the model needs to be successfully developed and presented in an understandable manner. It will then need to be promoted and the user convinced. It would require much effort and long time. The exposure of Sabah through the Ramsar site registration and at various international conferences, web-sites, and TCTP has gained recognition of biodiversity conservation in Sabah. Such effect will raise the probability of attaining the overall goal.

Some of the other impacts identified by the interviewees are that the reputation of the Japanese government on nature conservation will be enhanced by the success of the programme as such stories will be disseminated through the information dissemination activities and the TCTP. Through engagement in BBEC I and II, and managing the programme using the Project Cycle Management (PCM) method, counterparts in the UST and others have acquired project management skills including planning and monitoring. They are now applying such skills for work outside BBEC as well. They believe their decision-making capacity has been enhanced.

No negative impacts have been identified. However, some people feel that the additional workload created by the programme is a burden. There are also other concerns. If the various initiatives which have been started by the programme such as the CUZ cannot be sustained after the completion of the programme, people will become disillusioned and the momentum gained for biodiversity conservation might fall back. If the SaBC cannot function efficiently as a clearing house for study on biodiversity with foreign researchers, incoming research may be deterred and research initiatives in Sabah may be undermined.

6.5 Sustainability

The sustainability of institutions being developed and the initiative of the programme being maintained are high.

Ownership of majority of the BBEC II implementing organisations over the programme is high. All organisations share the objectives of the programme. They participate responsibly in the programme activities. All agencies are bearing the basic costs of operation such as logistics and travel costs. Some are taking initiatives to sustain the achievements into the future through inclusion of activities in 10th Malaysia Plan (2011-2015).

Policies on biodiversity conservation are likely to be maintained and strengthened. Appreciation of the decision makers regarding the importance of nature conservation is rising. Although forest reserves were once valued primarily for timber, the emphasis is shifting more and more towards conservation and sustainable use. There will of course always be the need to balance economic development and nature conservation. There might be cases in which conservation efforts are defeated by development but the general trend in Sabah is moving towards conservation. The establishment of the Sabah Environmental Education Policy would help maintain the momentum for policies that enhance biodiversity conservation. Establishment of the working group on MAB is a sign of a commitment on the part of the government. Tourism is important for Sabah. Tourism in Sabah relies greatly on the natural environment. Hence, likelihood of the government promoting policies to protect the environment is high.

The likelihood of the Sabah Biodiversity Council been maintained and strengthened is high. It is legally backed by the Sabah Biodiversity Enactment and its key mandate, which is to regulate the use of biological resources, is of major interest of the government.

The likelihood of the SaBC, other state agencies, and ITBC-UMS been maintained and strengthened is high. The SaBC is legally backed by the Sabah Biodiversity Enactment and has already been given important roles such as the secretariat for the council. Its institutional setup is being strengthened and recognition on the roles of the SaBC is rising. Other BBEC II agencies interviewed mentioned that they are planning to secure budget for sustaining the achievements of BBEC in their programme they are planning under the 10th Malaysia Plan. If such activities are included in the plan, financial resources can be secured and implementation is likely. Several agencies such as SPs and SWD have proposed to the government to increase their staff, considering the need to sustain the achievements attained by the programme. The SWD has proposed to establish four field stations under the 10th Malaysia Plan. The ITBC has applied for an annual grant for education amounting to RM 200,000 to conduct research in the Kinabatangan Basin.

The likelihood of the schemes piloted by the programme such as the CUZ been institutionalised is high. The Park Enactment has already been amended to enable such scheme. Similar initiatives have been practiced in a marine park on the east coast. Albeit slowly, the SPs and concerned agencies are defining the procedures and rules for CUZ.

The approach introduced for environmental awareness-raising is likely to be adopted and sustained. The agencies involved appreciate the activities and achievements of the programme. Those interviewed were very enthusiastic about the development of this subject.

The strategy to turn Sabah into a knowledge and training base for biodiversity conservation to further enhance the sustainability of the achievements attained by the programme is sound. Talks have started among the ITBC, SaBC, ASEAN Centre for Biodiversity (ACB), and JICA advisors on collaborating on training on biodiversity between ACB and Sabah. If Sabah may be given a role by ACB in training for ASEAN countries it will promote the achievement of the target of Sabah becoming a centre of excellence for biodiversity conservation as well. However, the effectiveness of such a strategy and securing sustainability will depend largely on the efforts made during the remaining two-and-half year period of the programme.

7. Factors enabling the realization of positive effects

The concept of the programme would not have worked without the initiative of the Sabah State Government to activate the Sabah Biodiversity Council, and to set up and allocate resources to the SaBC. The Sabah Biodiversity Enactment is not only the basis of such initiative but is also serving as the basis for cooperation among various agencies. The programme is benefiting from the interests of the state government to properly manage and conserve biodiversity.

The successful registration of the Lower Kinabatangan Segama Wetlands under the Ramsar Convention at an early stage of the programme has had the effect of gaining confidence of programme members towards the programme.

Efforts to attain a mutual understanding among the programme members regarding the objectives of the programme through the distribution of the guidebook, setting up of appropriate decision-making and monitoring bodies, participatory planning process, and so on have contributed to getting a large number of agencies to work under a single umbrella. Having the State Secretary as the Programme Director of the programme has also helped pulling together various organisations under BBEC II.

The technical transfer including the training already provided by BBEC I is providing a good basis of cooperation between the Japanese advisors and the Sabahan counterparts. An interviewee suggested that due to the exposure to BBEC I and the capacity developed during that time, ground level officers in SPs can easily understand new concepts such as the MAB.

The support provided by the federal government has also enabled the realisation of positive effects. Ramsar registration is one example. The finance provided by the federal government and JICA to conduct the TCTP has given the chance for programme members to learn from teaching.

8. Factors obstructing the realization of positive effects

There are no major obstacles. However, scheduling of activities involving multiple agencies, which is quite common under BBEC II, is a challenge.

Some agencies are weaker than others in terms of capacity. Most agencies have human resource constraints and are not able to fully devote a sufficient number of qualified staff to programme activities all the time. An interviewee explained that enhancing both the number and individual capacity of human resources is a challenge. The programme can enhance the capacity of individuals but the number of staff allocated to work reduces the possibility of fully capitalising on the opportunity opened by the programme.

Some agencies lack logistics such as transport means. Securing of budget requires prior planning and negotiation, and it is a challenge for the agencies to secure sufficient budget for programme activities, particularly without sufficient lead time. Some agencies have found that they were not able to provide the required information to the programme owing to resource constraints despite been mandated to collect data on such information.

The SaBC has found that some government officials tend to think it does not face much budget and human resource constraints because it is fully sponsored by JICA, which is not true. The SaBC is in fact still struggling to secure budget and personnel from the government.

Some officials feel that attaining consensus of communities regarding the boundaries of the CUZs in and around the CRP is made difficult because of the influence of certain NGOs.

A plan to develop a dam on the Ulu Papar River is under consideration. If the plan is approved, it may affect one of the two pilot CUZ sites.

9. Conclusions

The relevance of the programme is very high and its effectiveness and efficiency are also high. The concept of the programme design is sound. There is no major problem in the implementation process. It is very likely that at least the former half of the Programme Purpose will be achieved by the end of the programme period. The probability of attaining the latter half will depend firstly on what constitutes 'a centre for extension and knowledge' amongst other things.

Significant impacts are already being observed, and the sustainability of the institutions being developed and the initiative of the programme being maintained are high. There are indications to expect that at least the former half of the Overall Goal may be attained. Ambiguity in the stated objective makes making judgment on the second half unpractical.

There are some problems with the logical framework of the PgDM (ver. 1). This has made the proper understanding of the objectives of the programme slightly difficult and the PgDM less useful for the evaluation purpose. A lot of interpretations regarding the statements in the PgDM were necessary to conduct this evaluation. The current PgDM (ver. 1) needs changes so that it adequately reflects the intended objectives of the programme.

10. Recommendations

10.1 Recommendation to the Programme Steering Committee

The current mid-term review team has made a proposal to change the PgDM (ver. 1) based on the results of the evaluation, and discussions during the workshop and BBEC II Management Committee. It is highly recommended that the Programme Steering Committee endorses the proposal so that the PgDM will adequately reflect the intended objectives of the programme.

10.2 Recommendations to the programme

1) Update the PO in accordance with the changes made to the PgDM: The PO of the programme should be updated according to the changes made to the PgDM at the earliest possible instance. In doing so, the 'Responsible Organisation' should be redefined and clearly indicated. In the current PO, some of the organisations listed are probably not the responsible organisation but implementing partners. Use of acronyms is not uniform. In addition, the sub-activities should be examined carefully as there may be some that are simply a replication of another and therefore redundant.

2) Prepare for transfer of the function of environmental education on biodiversity conservation from the UST to the SaBC: The SaBC is mandated to conduct environmental education on biodiversity conservation. The programme should facilitate the transfer of such function from the UST to the SaBC so that environmental education on biodiversity conservation will be maintained by the state agency mandated to do so.

3) Include the EPD in the BBEC II Management Committee: The EPD is now responsible for the overall monitoring of the Sabah Environmental Education Policy and is playing a significant role in the programme. It would therefore be pertinent to include the EPD in the Management Committee.

4) Streamline the TOR of the Secretariat Meeting and Management Committee: Most of the time, the TOR of the Secretariat Meeting is executed by the Management Committee for good reasons. Hence the Secretariat Meeting seem redundant. However, the Secretariat Meeting is deemed to have utility in dealing with issues not specified in the TOR such as deciding on the logistics of receiving missions. If this is the case, the TOR of the two organisations should be redefined and properly shared among programme members.

5) Continue and enhance communication among BBEC II members at the senior level as well as at the operational level: Good communication is particularly important for BBEC II because a large

number of organisations need to work towards a common goal. The framework of the four programme committees and meetings should continue to be effectively utilised. The senior personnel of the programme should also create some common time to discuss regularly, as the Secretary of the NRO has suggested, to further enhance communication. The State Secretary also expressed that he will continue to support the programme during the courtesy call by the Japanese review mission.

6) Clarify the scope of BBEC II engagement in activities related to the ABS and agree on the scope of JICA assistance on that matter: Currently, consensus is lacking among the concerned parties on this issue. As mentioned earlier, ABS can become a contentious issue simply because Japan is a potential user and Malaysia is a potential provider of biological resources. The programme should consult the Sabah Biodiversity Council to consider the scope of the programme's engagement and clearly define the tasks to be conducted under the programme so that no misunderstanding and unwanted anxieties arise.

7) Carefully consider the available resources, the external environment, and the remaining programme period and restrict the scope of programme activities within such constraints: The scope of the programme can become very broad as many agencies are involved and the whole of Sabah is considered as the target area under BBEC II. At this stage, it is very important to only plan and conduct activities that will most likely to bear fruit within the programme lifespan. Otherwise, going into new territories should be avoided.

8) Systematically capture the effects of the programme including the objectively verifiable indicators stipulated in the PgDM, and establish a mechanism such as a monitoring system to monitor the effects of environmental education activities: It is important to be able to verify the effectiveness of the various approaches and activities undertaken by the programme. Make sure that the indicators in the PgDM are monitored and also make efforts to identify and capture other outcome indicators. Consider setting up a permanent monitoring system to measure outcome indicators such as those on environmental awareness.

9) Consider whether additional inputs are required to enhance the capacity to provide training: The programme may benefit from additional inputs to enhance the training capacity of the concerned organisations. For example, a short-term expert on curriculum and material development may be useful for further improving the TCTP.

10) Consider and implement strategies to make visible the achievements of BBEC I and II so that they can be maintained in Sabah and also extended to other areas: The updating of the Sabah Conservation Strategy is regarded as such strategy by some programme members at present. However, discussions on this issue are yet to be conducted seriously. It is important to start discussing as early as possible, and establish a common image of the final output, divide the labour, and set the timeframe for necessary actions. Other means to comprehensively compile the achievements should also be considered.

11) Create stronger linkage between research organisation and the custodians of protected areas: The linkage between ITBC and SFD, SWD, and SPs should be strengthened so that research for management of protected areas will be conducted effectively.

12) Counterpart organisations should record their inputs to the programme: It would be useful for the terminal evaluation if data on inputs are available from all concerned agencies.

10.3 Recommendations to the Sabah State Government

1) Provide information to all BBEC II members on the decisions and concerns of the state government, and the Sabah Biodiversity Council in particular regarding issues that are pertinent to BBEC II: It is important to have a common understanding on issues pertinent to the programme among all programme members including the Japanese advisors so that the programme can maximise its impact.

2) Continue to enhance the SaBC and relevant agencies by providing sufficient human and financial resources: The effort made by the state government is appreciated but the current number of staff is still insufficient for the SaBC to perform the mandated tasks. It is particularly important to allocate the required staff as soon as possible to fully capitalise on the capacity development opportunities created by the programme.

10.4 Recommendations to federal government of Malaysia

1) Continue to support BBEC II and Sabah through the financing of TCTP in particular, and through other possible measures: The support of the federal government has enabled the first TCTP in Sabah and Sarawak and this has given pride to Sabah. Such support also allows programme members to learn from teaching which in turn promotes capacity development of Sabah state agencies and UMS.

2) Consider utilising the achievements of BBEC in the Malaysian Technical Cooperation (MTCP) programme: Through execution of the MTCP, Sabah state agencies and UMS can further enhance their training capacity, enhance Sabah's international recognition, and not only sustain the achievements of BBEC but create a large positive impact on biodiversity conservation internationally.

10.5 Recommendations to JICA

1) Revise the current plan to decrease the input of long-term experts: The current plan to decrease the number of long-term experts is infeasible for several reasons. For example, the newly established SaBC will continue to need strong support if it is to fully function. The experience of the organisation and its staff is still limited and there is much room for capacity development. As mentioned earlier, some of the activities related to the management of protected areas such as those on the CUZ and LSWCA have been delayed because some implicit assumptions were not met. Inputs are still required to complete the concerned initiatives. Moreover, the programme is expected to require substantial inputs to comprehensively compile all the achievements of BBEC I and II so that an asset, which can be utilised to enhance biodiversity and ecosystem conservation into the future, for Sabah as well as for other states and countries is created.

2) Consider the relation of the programme with JOCVs who are attached to some of the BBEC II implementing agencies: Taking the presence of JOCVs in such agencies into consideration, JICA needs to come up with collaborative arrangements between the programme and JOCVs' activities to realise synergy and benefit all concerned parties.

11. Lessons learned

Managing a project which involves a large number of implementing agencies is no doubt challenging. BBEC II has pointed to the importance of having a clear and shared concept, and appropriate tools such as the guidebook when implementing projects which require coordination of multiple parties. The effort of the programme such as holding extensive consultation to share the programme concept and participatory planning, establishment of committees at various levels, and provision of the guidebook can be a good example for managing similar kind of projects.

The survey issue regarding the LSWCA point to the need for careful consideration when dealing with subdivision of land. It has become apparent that even when the transfer of rights over land is from one state agency to another, in this case from the LSD to the SWD, there may be lengthy and costly processes required. In addition, there are bound to be vested interests among various parties when subdivision of land is concerned. At the very least, due attention must be paid to the rules governing land when establishing new sites for project intervention. If the prevailing rules and vested interests seem to make controlling of the outcome of establishing a new protected area through the subdivision of land very difficult, it is best for at least JICA to stay out of financing such an initiative. Subdivision may be best considered as a precondition or an important assumption to be satisfied to run the project or a particular activity.

Annex 1: Schedule of evaluation

| Date | Day | Activities |
|--------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16-Nov | Mon | Arrival of consultant member in Kota Kinabalu |
| 17-Nov | Tue | Travel to Sandakan Observe Working Group 1 Meeting on Ramsar Management Plan Interview Sabah Forestry Department (SFD) Mr. Frederick Kugan, Deputy Director (Forest Sector Planning) Interview Rainforest Discovery Centre (RDC), SFD Ms. Bernadette D. Joeman, Manager Mr. George Hubert Petol, Grounds and Interpretation Mr. Sho Arasaki, Japan Overseas Cooperation Volunteer (JOCV) Return to Kota Kinabalu |
| 18-Nov | Wed | Interview Natural Resources Office (NRO) Mr. Gerald Jetony, Senior Geologist Interview Environment Protection Department (EPD) Mr. Vitalis J. Moduying, Principal Assistant Director Ms. Susan Pudin, Environment Control Officer and Sabah Environmental Education Network (SEEN) Secretariat |
| 19-Nov | Thu | Interview Sabah Biodiversity Centre (SaBC) Dr. Abdul Fatah Amir, Director Ms. Chung Ching Yian, Information Management Mr. Syahrin Samsir, Conservation Management Interview Global Diversity Foundation (GDF) Dr. Agnes Lee Agama, Regional Coordinator, Southeast Asia |
| 20-Nov | Fri | Meeting Japanese Advisors to BBEC Mr. Motohiro Hasegawa, Chief Advisor Mr. Taigo Sasaki, Programme Coordinator / Training Planning Mr. Makoto Tajima, Integrated Protected Area Management Dr. Jiro Iguchi, Capacity Building Interview Institute for Tropical Biology and Conservation (ITBC), Universiti Malaysia Sabah (UMS) Dr. Abdul Hamid Ahmad, Director Dr. Bakhtiar Effendi Yahya, Deputy Director Dr. Monica Suleiman, Deputy Director Ms. Saidah Mat Salleh, Science Officer |
| 21-Nov | Sat | Data analysis |
| 22-Nov | Sun | Data analysis |
| 23-Nov | Mon | Interview Sabah Parks (SPs) Mr. Ludi, Apin, Head of Parks Management and Enforcement Dr. Maklarin Lakim, Assistant Director (Research and Education) Mr. Maipol Spait, Terrestrial Parks Manager Meeting Japanese Advisors to BBEC Mr. Hasegawa, Mr. Sasaki, Mr. Tajima, and Dr. Iguchi |
| 24-Nov | Tue | Interview Sabah Wildlife Department (SWD) Ms. Jum Rahah Abd Sulcor Mr. Silvester Saimin, Wildlife Officer |
| 25-Nov | Wed | Interview Science and Technology Unit (UST) Mr. Abdul Hamid Hj Harun, Deputy Director Ms. Ken Kartina Khamis, Administrative Officer Interview Department of Irrigation and Drainage (DID) Mr. Yap Siew Fah, Senior Assistant Director, Water Resources Management Section |
| 26-Nov | Thu | Observe Launching Ceremony of Sabah Environmental Education Policy Interview Lands and Surveys Department (LSD) Mr. Bernard Liew Chau Min, Principal Assistant Director |
| 27-Nov | Fri | Report Writing |

| Date | Day | Activities |
|--------|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 28-Nov | Sat | Interview WWF-Malaysia Dr. Junaidi Payne, Senior Technical Advisor Report Writing |
| 29-Nov | Sun | Report Writing Arrival of Japanese official members in Kuala Lumpur |
| 30-Nov | Mon | <Japanese official members> Meeting JICA Malaysia Office Joint Meeting Environment and Natural Resource Economic Section, Economic Planning Unit, Prime Minister's Department, Federal Government Mr. Azhar Noraini, Director Mr. Ahmad Kamal Wasis, Principal Assistant Director Ms. Therese Tiu Kok Moi, Assistant Director Ministry of Natural Resources and Environment Mr. K. Nagulendran, Deputy Under Secretary Arrival of official members in Kota Kinabalu <Consultant member> Report Writing |
| 1-Dec | Tue | Meeting Japanese Advisors to BBEC Mr. Hasegawa, Mr. Sasaki, Mr. Tajima, and Dr. Iguchi Meeting BBEC II Management Committee Courtesy call to Consul General of Japan in Kota Kinabalu Mr. Masashi Kono, Consul-General Mr. Yuki Okada, Vice-Consul |
| 2-Dec | Wed | Meeting NRO Mr. Gerald Jetony Meeting SaBC Dr. Abdul Fatah Amir, Ms. Chung Ching Yian, and Mr. Syahrin Samsir Courtesy call Vice-Chancellor, UMS Kol. Prof. Datuk Seri Panglima Dr. Kamaruzaman Hj. Ampon, Vice-Chancellor Prof. Dr. Vincent Pang Dr. Abdul Hamid Ahmad Meeting ITBC-UMS Dr. Abdul Hamid Ahmad Dr. Bakhtiar Effendi Yahya Dr. Monica Suleiman |
| 3-Dec | Thu | Meeting SPs Dr. Jamili Nias, Deputy Director Mr. Daring Labam, Mr. Yassin Miki and Mr. Boni Antiu Meeting SWD Mr. Laurentius Ambu, Director Mr. Silvester Saimin Meeting UST Ms. Fatimah Jaafar, Director Ms. Ken Kartina Khamis Courtesy call State Secretary Datuk Sukarti Wakiman Mr. Gerald Jetony |
| 4-Dec | Fri | Travel to Sandakan Meeting SFD Datuk Sam Mannan, Director Mr. Frederick Kugan and seven officers and staff Visit Lower Kinabatangan Segama Wetlands Ramsar Site Travel to Sukau |

| Date | Day | Activities |
|--------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5-Dec | Sat | <p><All members except consultant member> Travel to Sepilok Meeting RDC Ms. Bernadette D. Joeman and Mr. George Hubert Petol Travel to Kg. Bundu Tuhan and Visit Potential ICCA Site <Ms. Mutsuyoshi, Mr. Nakashima, and Mr. Kanda> Travel to Kota Kinabalu <Consultant member> Travel to Kota Kinabalu Report Meeting</p> |
| 6-Dec | Sun | <p><Ms. Mutsuyoshi, Mr. Nakashima, Mr. Kanda, and Mr. Ishizaka> Report writing and meeting JICA Advisor Mr. Sasaki <Dr. Ogino> Travel to Mahua Sub-Station, CRP Travel to CRP Headquarters and Interview SPs Travel to Kg. Ulu Senagang and visit proposed CUZ</p> |
| 7-Dec | Mon | <p>Travel to Ulu Senagang Travel to Tambunan Travel to Gn.Arab Sub-Station and visit permanent plot Travel to Kota Kinabalu Report writing and meeting JICA advisors</p> |
| 8-Dec | Tue | <p>Workshop for Revision of PgDM Meeting EPD, Mr. Yabi Yangkat, Director Report Writing</p> |
| 9-Dec | Wed | <p>Meeting BBEC II Management Committee Reporting Consul General of Japan at Kota Kinabalu Arrival of Malaysian member in Kota Kinabalu</p> |
| 10-Dec | Thu | <p>Programme Steering Committee Meeting Signing Minutes of Meeting on Evaluation Result</p> |

Annex 2: Revised PgDM proposed for approval by the Programme Steering Committee

Annex 2: Revised PgDM proposed for approval by the Programme Steering Committee

Programme Design Matrix (PgDM)

Programme Title: Programme for Bornean Biodiversity and Ecosystems Conservation II

Programme Duration: 1 October 2007 to 30 September 2012 (five years)

Target Area: Whole Sabah state with emphasis on Crocker Range Park, river basin of Kinabatangan and Segama rivers

Target Group: Sabah Biodiversity Council/Centre and other agencies, including Sabah state agencies, Universiti Malaysia Sabah (UMS) and other related organizations, and the people of Sabah

Version Number: Version 2 Draft

Date: 10 December 2009

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Overall Goal: Biodiversity and ecosystem conservation in Sabah is strengthened and internationally recognised.</p> <p>Programme Purpose: A system for biodiversity and ecosystem conservation in Sabah is strengthened and Sabah state becomes capable of extending knowledge and skills on biodiversity conservation to other states of Malaysia and foreign countries.</p> | <p>1 Parts of updated Sabah Conservation Strategy related to biodiversity are implemented. 2 At least 1 additional site is registered under international initiatives on biodiversity conservation and/or existing site(s) is expanded.</p> <p>1 Biodiversity related issues in Sabah Conservation Strategy are updated. 2 At least 2 sites are registered under international initiatives on biodiversity conservation. 3 BBEC II related personnel are invited as trainers/ resource persons by other states in Malaysia and/or foreign countries at least 15 times.</p> | <ul style="list-style-type: none"> • Reports of concerned agencies • Registration certificate (s) <ul style="list-style-type: none"> • Updated strategy • Registration certificates • Invitation letters and programme report | <p>Malaysian and Sabah state policy on biodiversity and ecosystems conservation does not change significantly.</p> <p>Federal government and other organisations continuously support organisation of training on biodiversity conservation.</p> |
| <p>Outputs: Output 1: The capacity of the Sabah State to plan, coordinate, and promote biodiversity and ecosystem conservation activities is strengthened.</p> | <p>1-1 Office of SaBC is established, and its organisational structure is proposed. 1-2 A strategic plan of SaBC is drawn out. 1-3 Members of SaBC who are responsible for activities related to BBEC II are trained. 1-4 SaBC is appointed as state focal point for international initiatives. 1-5 SaBC chairs at least 2 inter-agency working groups. 1-6 Biodiversity information and management system is established. 1-7 EE policy and its monitoring mechanism are established.</p> | <ul style="list-style-type: none"> • Annual report of SaBC including organizational chart • Annual report of SaBC • Annual report of SaBC • Annual report of SaBC • Minutes of meetings • Annual report of SaBC • EE policy, document outlining monitoring procedures and monitoring report | <p>There is no major change in institutional structure of the C/P organisations.</p> |

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| <p>Output 2: The capacity of Sabah state agencies and UMS to implement biodiversity and ecosystem conservation activities for protected areas such as state parks, wildlife conservation areas, and forest reserves is enhanced.</p> <p>Sub-output 2-1: The capacity of the Sabah Parks and relevant parties to implement biodiversity and ecosystem conservation activities for state parks is enhanced through managing the Crocker Range Park.</p> | <p>2-1-1 CUZ Eligibility Criteria is developed. 2-1-2 At least 1 MOU on CUZ is signed between local community and SPs. 2-1-3 Crocker Range Park is proposed officially as Man and Biosphere site 2-1-4. At least 3 studies relevant to management of Crocker Range Park is conducted. 2-1-5 Seminars and workshops on studies in Crocker Range Park are held at least 3 times. 2-1-6 At least 3 environmental education materials on Man and Biosphere are developed.</p> <p>2-2-1 Lower Segama Wildlife Conservation Area is gazetted. 2-2-2 Management plan of Lower Segama Wildlife Conservation Area is developed. 2-2-3 Rules and regulations to manage riparian reserve within wildlife conservation area in an integrated manner are developed.</p> <p>2-3-1 Whole or selected areas in river basin of Kinabatangan and Segama Rivers is proposed officially as Ramsar site(s). 2-3-2 Management plan for Lower Kinabatangan-Segama Wetlands is developed. 2-3-3 At least 5 studies relevant to the management of Lower Kinabatangan-Segama Wetlands are conducted. 2-3-4. At least 5 environmental education materials are developed. 2-3-5 At least 2 permanent exhibitions on Ramsar are established. 2-3-6 At least 3 events on Ramsar are conducted.</p> | <ul style="list-style-type: none"> • CUZ Eligibility Criteria • MOU on Community Use Zone • Official document for Man and Biosphere registration • Study reports • Programme report • Materials developed • Official gazette • Management plan of Lower Segama Wildlife Conservation • Rules and regulation • Official document for Ramsar registration • Management plan for Lower Kinabatangan-Segama Wetlands • Study reports • Environmental education materials developed • Exhibitions established • Programme report |
| <p>Sub-output 2-2: The capacity of the Sabah Wildlife Department and relevant parties to implement biodiversity and ecosystem conservation activities for wildlife conservation areas is further enhanced through managing the Lower Segama Wildlife Conservation Area.</p> <p>Sub-output 2-3: The capacity of the Sabah Forestry Department and relevant parties to implement biodiversity and ecosystem conservation activities for forest reserves is further enhanced through managing the River basin of Kinabatangan and Segama Rivers.</p> | <p>3-1 At least 3 training courses are successfully completed. 3-2 At least 48 trainees complete training course. 3-3 Percentage of trainees who are satisfied with overall content of training course is at least 75 %.</p> <p>3-4 Percentage of trainers who feel that they had properly conveyed the desired knowledge and skills for their training session is at least 90 %.</p> | <ul style="list-style-type: none"> • Report on the training course • Report on the training course • Questionnaire conducted at the end of each training course to trainees. • Questionnaire conducted at the end of each training course to trainers. |
| <p>Output 3: The capacity of Sabah state agencies and UMS to provide training on biodiversity and ecosystem conservation is enhanced.</p> | | |

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| <p>Activities:</p> <p>1-1 Enhance understanding of the Sabah Biodiversity Council members on biodiversity and ecosystem conservation.</p> <p>1-2 Recommend the institutional arrangement of the Sabah Biodiversity Centre (SaBC) including proposals for staffing, location of the office, finance, internal rules and regulations, and etc.</p> <p>1-3 Conduct capacity building activities for SaBC.</p> <p>1-4 Prepare a strategic plan for activities of SaBC.</p> <p>1-5 Select the purposes of SaBC to be assisted by BBEC II.</p> <p>1-6 Prepare an action plan for the Centre based on the priority purposes chosen in the above.</p> <p>1-7 Implement the action plan.</p> <p>1-8 Prepare and publish annual report of SaBC.</p> <p>1-9 Facilitate the approval of the Sabah Environmental Education Policy (EE policy).</p> <p>1-10 Prepare an implementation plan for the EE policy on biodiversity and ecosystem conservation.</p> <p>1-11 Establish a monitoring and evaluation mechanism of the environmental education activities.</p> <p>1-12 Publish and release information on biodiversity and ecosystem conservation in Sabah including BBEC activities through various media such as newspapers, TV, radio and web-site.</p> <p>1-13 Document the achievements of Output 1 to be used in the updating of the Sabah Conservation Strategy.</p> <p>1-14 Coordinate updating of the Sabah Conservation Strategy.</p> | <p>Input (Malaysian side):</p> <p>Personnel</p> <ul style="list-style-type: none"> -Programme director -Vice programme director -Programme manager -Counterpart personnel for Japanese experts -Administrative personnel -Supporting staff <p>Land, Building and Facilities</p> <ul style="list-style-type: none"> -Necessary facilities for the Programme (building, room, equipment, telephone line etc.) <p>Operation costs</p> <ul style="list-style-type: none"> -Cost for the Programme activities -Cost of maintenance of equipment. -Partial cost for conducting training in Sabah, etc. | <p>Input (Japanese Side):</p> <p>Personnel</p> <ul style="list-style-type: none"> <Long-term experts> -Chief advisor (five years) -Programme coordinator (five years) -Integrated protected area management (two to three years) -Institutional capacity building (two to three years) <p><Short-term experts></p> <ul style="list-style-type: none"> -Experts in specific fields upon mutual agreement <p>Machinery and Equipment</p> <ul style="list-style-type: none"> -Equipment necessary upon mutual agreement <p>Training</p> <ul style="list-style-type: none"> -Two to four personnel per year in specific fields in Japan and/or third countries -Partial cost for conducting training in Sabah | <p>Budget allocation to the C/P organisations does not decrease largely.</p> <p>Transfer of core staff of C/P organisation is kept to a minimum.</p> <p>The government of Sabah approves the organisational set-up of the Sabah Biodiversity Council and SaBC officially.</p> <p>The Sabah Biodiversity Council regularly holds its council meeting and provides sufficient directions to SaBC.</p> <p>Federal government and other organisations provide sufficient funding for UMMS and concerned agencies to conduct training.</p> |
| <p>2-1-1 Manage the Crocker Range Park focusing on Community Use Zone (CUZ).</p> <p>2-1-2 Promote introduction of CUZ to other protected areas.</p> <p>2-1-3 Conduct research directly applicable to biodiversity and ecosystems conservation.</p> <p>2-1-4 Implement environmental education activities based on the EE policy.</p> <p>2-1-5 Document the achievements of Sub-output 2-1 to be used in the updating of the Sabah Conservation Strategy.</p> <p>2-2-1 Manage the Lower Segama Wildlife Conservation Area (focusing on participatory conservation activities and community-based ecotourism).</p> <p>2-2-2 Implement environmental education activities based on the EE policy.</p> <p>2-2-3 Document the achievements of Sub-output 2-2 to be used in the updating of the Sabah Conservation Strategy.</p> <p>2-3-1 Manage the river basin of Kinabatangan and Segama rivers.</p> <p>2-3-2 Conduct research directly applicable to biodiversity and ecosystems conservation.</p> <p>2-3-3 Implement environmental education activities based on the EE policy.</p> <p>2-3-4 Document the achievements of Sub-output 2-3 to be used in the updating of the Sabah Conservation Strategy.</p> | | | |

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| <p>3-1 Compile and analyse biodiversity and ecosystem conservation activities conducted by the private sector, and NGOs in Malaysia.</p> <p>3-2 Collect information on local training needs, formulate training programmes and conduct trainings to relevant parties of Sabah.</p> <p>3-3 Collect information on training needs in Sarawak, Peninsular Malaysia and foreign countries.</p> <p>3-4 Identify knowledge and experience of Sabah, which may be applicable to Sarawak, Peninsular Malaysia and foreign countries.</p> <p>3-5 Formulate training programmes and conduct trainings to personnel and institutions in Sarawak, Peninsular Malaysia and foreign countries.</p> <p>3-6 Evaluate the trainings and improve the training programmes.</p> | <p>Preconditions:</p> <p>The government of Sabah prepares the legal and institutional basis for the commencement of the operation of the Sabah Biodiversity Council and SaBC.</p> |
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Annex 3 Budget for the 2009 TCTP

Statement of Estimated Expenditure borne by The Government of Japan and Government of Malaysia
 Name of Training Course: MITCP/TCTP on Integrated Biodiversity and Ecosystem Management
 18 October - 7 November, 2009 (21 Days - Date is including arrival and departure date)

| ITEM OF EXPENSES | Japan Budget | Malaysia Budget | Total Expenses | Breakdown of Expenses | | | | |
|----------------------------------------------------------|----------------------|--------------------|----------------------|------------------------------------|-----------------|------------------|--------------|----------------------|
| | RM | RM | | Particular | Unit Price | Pax | Day/Night | Total (RM) |
| I INVITATION EXPENSES | | | | | | | | |
| 1. Airfare | 71,200.00 | | 71,200.00 | Each Country 4 participants: | | | | |
| | | | | Cambodia | 3,200.00 | 4 | | 12,800.00 |
| | | | | Laos | 4,000.00 | 4 | | 16,000.00 |
| | | | | Sri Lanka | 3,100.00 | 4 | | 12,400.00 |
| | | | | Kenya | 7,500.00 | 4 | | 30,000.00 |
| | | | | Total | | | | 71,200.00 |
| 2. Transportation (Transfer KKA-Hotel & Hotel-KKA) | 1,600.00 | | 1,600.00 | | 100.00 | 16 | | 1,600.00 |
| 3. Perdiem (Daily Allowance) | 20,160.00 | | 20,160.00 | | 60.00 | 16 | 21 | 20,160.00 |
| 4. Accommodation | | 64,000.00 | 64,000.00 | | 200.00 | 16 | 20 | 64,000.00 |
| SubTotal I | 92,960.00 | 64,000.00 | 156,960.00 | | | | | |
| II TRAINING EXPENSES | | | | | | | | |
| 1. Honorarium for Outside Lecturer | | 5,250.00 | 5,250.00 | | 150.00 | 35 | hrs. | 5,250.00 |
| 2. Invitation to ASEAN CENTRE FOR BIODIVERSITY (ACEB) | | 3,100.00 | | Flight Philippines - Kota Kinabalu | 2,500.00 | 1 | | 2,500.00 |
| | | | | Accommodation in Kota Kinabalu | 200.00 | | 3 | 600.00 |
| | | | | Total | | | | 3,100.00 |
| 3. Invitation to Datin Maryati Mohamed | | 2,100.00 | | Flight Johor Bahru - Kota Kinabalu | 1,500.00 | 1 | | 1,500.00 |
| | | | | Accommodation in Kota Kinabalu | 200.00 | | 3 | 600.00 |
| | | | | Total | | | | 2,100.00 |
| 4. Study Visit (Transportation) | | 21,000.00 | 21,000.00 | | 3,000.00 | 7 | days | 21,000.00 |
| 5. Course Fee (Training Material) | | 16,000.00 | 16,000.00 | | 1,000.00 | 16 | paxs | 16,000.00 |
| 6. Meeting Expenses (a) Opening Ceremony | 7,000.00 7,000.00 | | 7,000.00 7,000.00 | | 70.00 70.00 | 100.00 100.00 | paxs paxs | 7,000.00 7,000.00 |
| 7. Printing (1) G.I Booklet (2) Certificates | | 3,000.00 250.00 | 3,000.00 250.00 | | 15.00 250.00 | 200.00 | | 3,000.00 250.00 |
| SubTotal II | 14,000.00 | 50,700.00 | 59,500.00 | | | | | |
| Grand Total (SubTotal I+ SubTotal II) | 106,960.00 | 114,700.00 | 216,460.00 | | | | | |
| Percentage Borne | 49.41% | 52.99% | | | | | | |
| Percentage Differ [(b) - (a)] | (a) | (b) | 3.58% | | | | | |

Annex 4: List of Malaysian counterparts and personnel involved in the programme

Programme Director

| No. | Name | Position | Organization |
|-----|-----------------------------|-----------------|------------------------|
| 1 | Datuk Sukarti Wakiman (Mr.) | State Secretary | Sabah State Government |

Deputy Programme Director

| No. | Name | Position | Organization |
|-----|---------------------------------------------------------------------|-----------------|--------------|
| 1 | Kol. Prof. Datuk Seri Panglima Dr. Kamaruzaman Hj Ampon (Mr.) | Vice-Chancellor | UMS |

Programme Manager

| No. | Name | Position | Organization |
|-----|-----------------------|-----------|-----------------------------------------------------|
| 1 | Haji Halim Nayan(Mr.) | Secretary | Natural Resources Office, Sabah State Government |

Natural Resources Office

| No. | Name | Position | Organization |
|-----|-------------------------|------------------|-----------------------------------------------------|
| 1 | Mr. Gerald Jetony (Mr.) | Senior Geologist | Natural Resources Office, Sabah State Government |

Sabah Biodiversity Centre

| No. | Name | Position | Organization |
|-----|----------------------------|---------------------|------------------------------------------------------|
| 1 | Dr. Abdul Fatah Amir (Mr.) | Director | Sabah Biodiversity Centre, Sabah State Government |
| 2. | Chung Ching Yian (Ms) | Officer | Sabah Biodiversity Centre |
| 3. | Shahrin Syamsir (Mr) | Officer | Sabah Biodiversity Centre |
| 4. | Caroline M. Jungan (Mdm) | Asst. Admin Officer | Sabah Biodiversity Centre |
| 5. | Siti Zubaidah Dassim (Mdm) | Asst. Admin Officer | Sabah Biodiversity Centre |

Institute for Tropical Biology and Conservation, UMS

| No. | Name | Position | Organization |
|-----|-------------------------------------|-----------------------------|-------------------------------------------------------|
| 1 | Dr. Abdul Hamid Ahmad (Mr.) | Director | Institute for Tropical Biology & Conservation, UMS |
| 2 | Dr. Monica Suleiman (Ms.) | Deputy Director/Lecturer | Institute for Tropical Biology & Conservation, UMS |
| 3 | Dr. Bakhtiar Effendy Yahya (Mr.) | Deputy Director/Lecturer | Institute for Tropical Biology & Conservation, UMS |
| 4 | Dr. Henry Bernard (Mr.) | Lecturer/Researcher | Institute for Tropical Biology & Conservation, UMS |
| 5 | Dr. Mahadimenakhbar Dawood (Mr.) | Lecturer/Researcher | Institute for Tropical Biology & Conservation, UMS |
| 6 | Ms. Saidah Mat Salleh | Science Officer | Institute for Tropical Biology & Conservation, UMS |
| 7 | Ms. Luiza Majuakim | Lecturer | Institute for Tropical Biology & Conservation, UMS |

Science and Technology Unit

| No. | Name | Position | Organization |
|-----|----------------------------|---------------------|-----------------------------|
| 1 | Fatimah Hj. Jaafar (Mdm) | Director | Science and Technology Unit |
| 2 | Abdul Hamid Hj. Harun (Mr) | Deputy Director I | Science and Technology Unit |
| 3 | Ken Kartina Khamis (Mdm) | Assistant Director | Science and Technology Unit |
| 4 | Lyddia Lewald (Mdm) | Asst. Admin Officer | Science and Technology Unit |

Sabah Parks

| No. | Name | Position | Organization |
|-----|-------------------------|--------------------------------------|--------------|
| 1 | Mr. Paul Basintal | Director | Sabah Parks |
| 2 | Dr. Jamili Nais(Mr.) | Deputy Director | Sabah Parks |
| 3 | Dr. Maklarin Lakim(Mr.) | Assistant Director | Sabah Parks |
| 4 | Mr. Ludi Apin(Mr.) | Park Manager | Sabah Parks |
| 5 | Mr. Maipol Spait(Mr.) | Park Manager | Sabah Parks |
| 6 | Mr. Boni Antiu | Park Manager | Sabah Parks |
| 7 | Mr. Yasin Miki | Park Manager | Sabah Parks |
| 8 | Mr. Fred Tuh Yit Yu | Researcher | Sabah Parks |
| 9 | Ms. Rimi Repin | Research Coordinator | Sabah Parks |
| 10 | Ms. Alim Biun | Interpretative and Education Officer | Sabah Parks |

Sabah Wildlife Department

| No. | Name | Position | Organization |
|-----|---------------------------------|------------------------------------|---------------------------|
| 1 | Dr. Laurentius Ambu (Mr.) | Director | Sabah Wildlife Department |
| 2 | Pn. Jum Rafiah Abd. Sukor (Ms.) | Deputy Director | Sabah Wildlife Department |
| 3 | Mr. Sylvester Saimin | Wildlife Officer (HQ) | Sabah Wildlife Department |
| 4 | Mr. Mohd. Soffian Abu Bakar | Wildlife Officer (Lahad Datu) | Sabah Wildlife Department |
| 5 | Mr. Roland Oliver Niun | Wildlife Officer (Sandakan) | Sabah Wildlife Department |
| 6 | Mr. Rashid Saburi | Wildlife Officer (Tabin) | Sabah Wildlife Department |
| 7 | Mr. Herman Stawin | Wildlife Ranger (Temanggong/Tabin) | Sabah Wildlife Department |

Sabah Forestry Department

| No. | Name | Position | Organization |
|-----|---------------------------------|----------------------------------------------------|--------------------------------------------------------|
| 1 | Datuk Sam Mannan (Mr.) | Director | Sabah Forestry Department |
| 2 | Mr. Frederick Kugan | Deputy Director | Sabah Forestry Department |
| 3 | Mr. Ahmad Saibi Hj. | Senior Forestry Officer | Sabah Forestry Department |
| 4 | Tn. Hj. Hussin Tukimin (Mr.) | Forestry Officer (Kinabatangan District) | Sabah Forestry Department |
| 5 | Tn. Hj. Samah Sapni Abdul (Mr.) | Assistant Forestry Officer (Kinabatangan District) | Sabah Forestry Department |
| 6 | Pn. Bernadette Joeman (Ms.) | Research Officer | Rainforest Discovery Centre, Sabah Forestry Department |
| 7 | Mr. Anuar Mohd. | Research Officer | Forest Research Centre, Sabah Forestry Department |
| 8 | Ms. Yap Sue Sem | Ass. Forestry Officer | Sabah Forestry Department |
| 9 | Mr. Mohd. Amzari Mohd Yusof | Ass. Forestry Officer | Sabah Forestry Department |

Lands and Survey Department

| No. | Name | Position | Organization |
|-----|---------------------------------|----------------------------------|------------------------------|
| 1 | Datuk Hj. Osman Hj. Jamal (Mr.) | Director | Lands and Surveys Department |
| 2 | Tn. Hj. Safar B. Untong (Mr.) | Chief Ass. Director (Survey) | Lands and Surveys Department |
| 3 | Mr. Joseph Lim | Chief Ass. Director (Mineral) | Lands and Surveys Department |
| 4 | Mr. Freddy Kou | District Surveyor | Lands and Surveys Department |
| 5 | Mr. Bernard Liew | JUD Officer | Lands and Surveys Department |

Department of Irrigation and Drainage

| No. | Name | Position | Organization |
|-----|-------------------|-----------------------------------------------------------------|----------------------------------|
| 1 | Mr. Yap Siew Fah | Sr. Ass. Director (Water Resources Management Section) | Dept. Of Drainage and Irrigation |
| 2 | Mr. Miklin Ationg | Engineer | Dept. Of Drainage and Irrigation |
| 3 | Mr. James Giluk | Engineer | Dept. Of Drainage and Irrigation |
| 4 | Mr. Jerry Gungat | Engineer | Dept. Of Drainage and Irrigation |

Environment Protection Department

| No. | Name | Position | Organization |
|-----|------------------------------|---------------------------------------------------------|---------------------------------------------|
| 1 | Mr. Yabi Yangkat | Director | Environment Protection Department, Sabah |
| 2 | Mr. Vitalis J. Moduying | Principal Assistant Director (Development) | Environment Protection Department |
| 3 | Ms. Susan Pudin | Head of Education Division | Environment Protection Department |
| 4. | Ms. Nurfaeziane Binti Nordin | Environmental Control Officer, Education Division | Environment Protection Department |

Sabah Public Service Department

| No. | Name | Position | Organization |
|-----|------------------------------|----------|------------------------------------------------------|
| 1 | Datuk Hj. Nordin Siman (Mr.) | Director | Public Service Department, Sabah State Government |

Economic Planning Unit (Federal)

| No. | Name | Position | Organization |
|-----|-----------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------------|
| 1 | Madam Noraini Ibrahim (Ms.) | Director | International Cooperation Section, EPU, Federal Government |
| 2 | Ms. Hidah Misran | Principal Assistant Director | International Cooperation Section, EPU, Federal Government |
| 3 | Ms. Therese Tiu Kok Moi | Assistant Director | Environment and Natural Resource Economics Section, Economic Planning Unit, Prime Minister's Department |

Ministry of Natural Resources and Environment (Federal)

| No. | Name | Position | Organization |
|-----|------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------|
| 1 | K. Nagulendran (Mr) | Principal Assistant Secretary, Conservation and Environmental Management Division | Ministry of Natural Resources & Environment |
| 2 | Noor Haliza Abdul Halim (Ms) | Assistant Secretary | Ministry of Natural Resources & Environment |

Annex 5: List of equipment provided by Japanese side

| JFY2008 | | | | | |
|------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|------|-------------|------------|
| No. | Name | Specs | Unit | Usage Place | Value (RM) |
| 1 | Office Equipments/ Materials | a. LP 1809 2000MM Office Table | 1 | | |
| | | b. LP 2801 1800MM Office Table | 3 | | |
| | | c. SCG 908 Wardrobe Shelf & Glass D | 5 | | |
| | | d. SCG 908 Wardrobe | 1 | | |
| | | e. SCG Base – Base (For 808) | 8 | | |
| | | f. 653A Office Chair (Black) | 1 | | |
| | | g. 509 Office Chair (Black) | 3 | | |
| | | h. 653A Office Chair (Cream) | 2 | SaBC | 16,944.00 |
| | | i. ED 300 Visitor Chair with Arm | 20 | | |
| | | j. SCG 1800 Writing Table | 2 | | |
| | | k. SCG 128 Side Return | 2 | | |
| | | l. SCG H3 Hanging Pedestal (3D) | 2 | | |
| | | m. SCG S808 Sliding D Cabinet | 2 | | |
| | | n. SCG P808 Pigeon Hole | 2 | | |
| | | o. MF 620 Folding Table | 2 | | |
| 2 | PC | Sony Notebook VGN-TT16GN (White Color) | 1 | SaBC | 6,888.00 |
| 3 | GIS MAP of Lower Kinabatangan and Segama Wetlands | a. Digital Satellite Image SPOT-5 (2.5 M, J & THR) | 1 | | 15,600.00 |
| | | b. Data Analysis and Interpretation Works on SPOT-5 Images of Ramsar Site (Lower Kinabatangan Segama Wetland) | 1 | | 15,000.00 |
| | | c. Value Added Processing and Enhancement of SPOT-5 Images (Scene:303/339, 304/339, 302/339, 302/338) | 1 | SFD | 22,000.00 |
| | | d. Accuracy Assessment and Mangroves Data Validation for Ramsar Site (Kuala Segama and Kuala Maruap FR, Trusan Kinabatangan FR and Kulamba FR) | 1 | | 25,000.00 |
| Grand Total (RM) | | | | | 101,432.00 |
| JFY2009 | | | | | |
| No. | Name | Specs | Unit | Usage Place | Value (RM) |
| 1 | Vehicle | Toyota Fortuner (2.7 Auto) – SAA1790Y | 1 | SaBC | 107,420.21 |
| 2 | Vehicle | Toyota Fortuner (2.7 Auto) – SAA1890Y | 1 | NRO | 107,420.21 |
| 3 | GIS MAP in/around Crocker Range Park | a. Develop Land use Planning Scheme dataset | | | |
| | | b. Generate and classify slope data | | | |
| | | c. (a) Land cover and (b) Land use classification | 1 | SPs | 41,580.00 |
| | | d. Rectification new and existing shapefile data into one dataset | | | |
| | | e. Paper based GIS color-coded maps | | | |
| Grand Total (RM) | | | | | 256,420.42 |

Annex 6 List of overseas training conducted under the Japanese budget

| JFY2006 (Feb.2007-Mar. 2007) *BBEC Phase I Follow-up Term | | | | | | | |
|-----------------------------------------------------------|------------------------------------------------------------------|------------|---------------------|---------------------------------|-----------------------------------------|--------------------------------------------|--------------------|
| | Course Title | Course No. | Duration | Participant's Name | Task | Organization | Post |
| 1 | Biodiversity and Ecosystems Conservation Seminar | J0622523 | 2007.3.17-2007.3.20 | Datu. K.Y.Mustafa | Overall | Sabah State | State Secretary |
| 2 | | | | Ms. Dayang Nor Lzan Abang Halil | Overall | Economic Planning Unit, Federal Government | Assistant Director |
| 3 | Seminar on Operation of Natural Environment Conservation Project | J0622347 | 2007.2.26-2007.3.13 | Mr. Maipole Bin Spait | Participatory Protected Area Management | Crocker Range Park, Sabah Parks | Park Manager |
| 4 | | | | Mr. Thomas Bin Angor | Participatory Protected Area Management | Tambunan District, Sabah State | District Officer |

| JFY2007 (April 2007-March 2008) | | | | | | | |
|---------------------------------|--------------------------------------------------------------------|-----------------------------------------------|-----------------------|--------------------------|------|----------------------------------------------|---------------------------|
| | Course Title | Course No. | Duration | Participant's Name | Task | Organization | Post |
| 1 | Seminar on Forest Management Policy | J0723033 | 2007.10.21-2007.11.11 | Mr. Shumardijaya Marsudi | SaBC | Natural Resources Office | Deputy Secretary |
| 2 | | | | Mr. Alexander Yong | SaBC | Lands and Surveys Dept. | District Investigator |
| 3 | Administration for Biodiversity Conservation | | 2008.2.4-2008.2.12 | Mr. Anuar Hj. Mohammad | SaBC | Forest Research Centre, Sabah Forestry Dept. | Head of Biodiversity Unit |
| 4 | | | | Mr. Ahmad Hj. Musli | SaBC | Natural Resources Office | Forest Advisor |
| 5 | The World Conservation Forum, 3rd IUCN World Conservation Congress | Thailand (Attending International Conference) | 2007.9.3-2007.9.7 | Ms.Chung Ching Yian | SaBC | Natural Resources Office | Officer |

| JFY2008 (April 2008-March 2009) | | | | | | | |
|---------------------------------|-----------------------------------------------------------------------------------------------------------------------|------------|-----------------------|--------------------------------------|------------------------------------------------------|---------------------------------------------------|-------------------------------------|
| | Course Title | Course No. | Duration | Participant's Name | Task | Organization | Post |
| 1 | Conservation, Restoration and Wise-Use of Wetland Ecosystems and Their Biological Diversity *Group Training Course | J0800667 | 2008.5.13-2008.7.2 | Mr. AG. MOHD. ADZRUL AHMAD | River Basin Management | Sabah Forestry Dep. | Assistant District Forestry Officer |
| 2 | Biodiversity Information System | J0800738 | 2008.9.4-2008.10.27 | Ms.Chung Ching Yian | SaBC | Sabah Biodiversity Centre | Administrative Officer |
| 3 | Administration for Biodiversity Conservation | J0822306 | 2008.12.1-2008.12.9 | Datuk Suzannah Liaw Siew Yea | Overall | Ministry of Tourism, Culture & Environment, Sabah | Permanent Secretary |
| 4 | | | | Prof. Datuk Dr. Kamaruzaman Hj Ampon | Overall | Universiti Malaysia Sabah (UMS) | Vice Chancellor |
| 5 | | | | Dr. Abdul Hamid Ahmad | South-South Cooperation | ITBC, UMS | Director |
| 6 | | | | Mr. Abdul Fatah Amir | SaBC | Sabah Biodiversity Centre | Director |
| 7 | Malaysia Nature Conservation (Biodiversity) *Young Leaders Program | J0840003 | 2009.1.25-2009.2.10 | Mr. Cheng Vui Keong Matthew | River Basin | Avicess Sdn Bhd | General Manager |
| 8 | | | | Mr. Jimsai Japar | River Basin /Participatory Protected Area Management | KOPEL Cooperative Tourism | Deputy Chairman |
| 9 | | | | Ms. Andi Mariani A. Mustapeng | River Basin | Forest Reserce Centre, Sabah Forestry Dep. | Research Officer |
| 10 | | | | Ms. Siti Zubaidah Dassim | SaBC | Sabah Biodiversity Centre | Assistant Administrative Officer |
| 11 | | | | Mr. Stanley Puvok | Overall | JICA BBEC II | Assistant Programme Coordinator |
| 12 | Joint C/Ps Seminar 'Seminar on Natural Parks and Protected Area' | J0822305 | 2009.2.22-2009.3.7 | Mr. Mohd Soffian Abu Bakar | River Basin /Participatory Protected Area Management | Sabah Wildlife Department | District Wildlife Officer |
| 13 | | | | Mr. Yasin Miki | Participatory Protected Area Management | Sabah Parks | Park Manager |
| 14 | Seminar on Knowledge-based Management for Asia * Group Training Course | J0804061 | 2008.11.21-2008.11.26 | Mr. Hj Nordin Siman | Overall | Public Service Department, Sabah | Director |

| JFY2009 (April 2009-March 2010) | | | | | | | |
|---------------------------------|------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------|--------------------------------------|-----------------------------------------------------|--------------------------------------------------------|---------------------------------------------------------|
| | Course Title | Course No. | Duration | Participant's Name | Task | Organization | Post |
| 1 | Advanced Bioindustry *Join A Part of Group Training Course | J0921639 | 2009.5.20-2009.5.27 | Dr. Abdul Fatah Amir | SaBC | Sabah Biodiversity Centre | Director |
| 2 | Wildlife Issue Solutions for Biodiversity Conservation *Join Group Training Course | J0922206 | 2009.6.14-2009.8.22 | Mr. Sailun Aris | River Basin /Paritipatory Protected Area Management | Sabah Wildlife Department | District Wildlife Officer, Tawau |
| 3 | Conservation and Wise Use of Wetland in the Context of Implementing Ramsar Convention and CBD *Join Group Training Course | J0921635 | 2009.5.12-2009.7.1 | Mr. Abdul Samah Sapni | River Basin | Sabah Forestry Department | Assitant District Forest Officer, Kinabatangan District |
| 4 | | | | Mr. Syahrin Samsir | SaBC | Sabah Biodiversity Centre | Officer |
| 5 | Biodiversity Information System *Join Group Training Course | J0921638 | 2009.8.18-2009.10.10 | Ms. Syra G. Mokunjl | SaBC | Sabah Computer Department | Senior System Analyst |
| 6 | Environmental Education on Ramsar Convention | J0922395 | 2009.8.31-2009.9.4 | Ms. Bernadette @ Elizabeth D. Joeman | Sabah Environmental Education Policy | Rainforest Discovery Centre, Sabah Forestry Department | Environmental Education Programme Coordinator |
| 7 | Rehabilitation of Degraded Lands in Asia and Africa *Under Group Training Budget | J0904171 | 2009.11.3-2009.12.18 | Ms. Elia Godoong | Paritipatory Protected Area Management | ITBC-UMS | Lecturer |
| 8 | | | | Ms. Chong Fung Yun | Paritipatory Protected Area Management | Forest Research Centre, Sabah Forestry Department | Researcher |
| 9 | Forest Management Policy in Asia *Under Group Training Budget | J0904105 | 2009.10.12-2009.10.28 | Mr. Daim Balingi | River Basin /Paritipatory Protected Area Management | Sabah Forestry Department | |

Annex 7: Objective Monitoring Sheet of BBEC II as of 29 September 2009

To be attached

Annex 8: Activity Monitoring Sheet of BBEC II as of 29 September 2009

To be attached

Programme Design Matrix (PgDM)

Programme Title: Programme for Bornean Biodiversity and Ecosystems Conservation II
Programme Duration: 1 October 2007 to 30 September 2012 (five years)

Version Number: Version 1
Date: 17 April 2008

Target Area: Whole Sabah state with emphasis on Crocker Range Park, river basin of Kinabatangan and Segama rivers
Target Group: Sabah Biodiversity Council/Centre and other agencies, including Sabah state agencies, Universiti Malaysia Sabah (UMS) and other related organizations, and the people of Sabah

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| <p>Overall Goal: Biodiversity and ecosystems conservation in Sabah is strengthened and internationally recognised as a conservation model.</p> | <p>The Sabah conservation model developed through BBEC is introduced to other states of Malaysia and/or other countries.</p> | <ul style="list-style-type: none"> Report of the Centre | |
| <p>Programme Purpose: A system for biodiversity and ecosystems conservation in Sabah is strengthened and Sabah state becomes a centre for extension of knowledge and information to other areas of Malaysia and foreign countries.</p> | <ol style="list-style-type: none"> Biodiversity conservation strategy in Sabah is approved by the Council. xx number(s) of activities are implemented according to the strategy. Programme related personnel are invited as trainers by other states in Malaysia/other countries. | <ul style="list-style-type: none"> Minutes of meetings of the Council Report of the Centre Invitation letters for trainers | <p>Malaysian and Sabah state policy on biodiversity and ecosystems conservation does not change significantly.</p> |
| <p>Outputs: Output 1: Functions and implementation capacity of Sabah Biodiversity Council/Centre are enhanced. 1-1 Sabah Biodiversity Council (the Council) is activated. 1-2 Sabah Biodiversity Centre (the Centre) is established and activated. 1-3 Basic activities for biodiversity and ecosystems conservation in Sabah state are coordinated, promoted and implemented by the Centre.</p> | <ol style="list-style-type: none"> Council meeting is held as scheduled (three times per year). Office of the Centre is established, and adequate number of staff with clear duties is allocated. A strategic plan of the Centre is drawn out. Selected activities are implemented/organised by the Centre. | <ul style="list-style-type: none"> Minutes of meetings of the Council Report of the Centre including the organizational chart Strategic plan of the Centre Report of the Centre | <p>There is no major change in institutional structure of the C/P organizations.</p> |
| <p>Output 2: Biodiversity and ecosystems conservation activities are implemented. 2-1 Protected areas such as state parks, wildlife reserves, and forest reserves are managed under relevant policies of Sabah. 2-2 Research and education activities for protected area management are strengthened. 2-3 Sabah environmental education policy (EE policy), which was formulated under BBEC Phase I, is implemented and monitored.</p> | <ol style="list-style-type: none"> Additional xx CUZ sites become functional. The whole or selected areas in the river basin of Kinabatangan and Segama rivers is proposed officially as Ramsar site(s). Additional xx research reports/articles are published. Seminars and workshop are held xx times. EE policy is endorsed by the Council. Additional xx environmental education materials are developed. The target groups of environmental education implement xx activities. | <ul style="list-style-type: none"> Programme report Proposed document for Ramsar registration List of publications Programme report Programme report List of environmental education materials Evaluation and monitoring report | |
| <p>Output 3: Extension services and training capability related to the biodiversity and ecosystems conservation are enhanced. 3-1 Sabah state agencies, UMS and related organizations are able to conduct trainings on biodiversity and ecosystems conservation to both foreign and local trainees, based on the experience of BBEC. 3-2 Knowledge and information concerning biodiversity and ecosystems conservation activities are made available in Malaysia and foreign countries</p> | <ol style="list-style-type: none"> Sabah state agencies, UMS and other related agencies conduct xx training activities. Various mass media report xx news related to Sabah biodiversity and ecosystems conservation. | <ul style="list-style-type: none"> Programme report Programme report | |

| | | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Activities: <u>Activities corresponding to Output 1</u> (Output 1-1 Sabah Biodiversity Council (the Council) is activated.) 1-1-1 Deliberate and endorse resolutions of BBEC Phase I. 1-1-2 Conduct capacity building activities for the Council members. 1-1-3 Improve operation of the Council. 1-1-4 Coordinate activities for biodiversity and ecosystems conservation implemented by Sabah Biodiversity Centre (the Centre) and other agencies. (Output 1-2 Sabah Biodiversity Centre (the Centre) is established and activated.) 1-2-1 Propose structural position of the Centre in Sabah state government including staff allocation, location, financial allocation etc. 1-2-2 Complete institutional set-up of the Centre including internal rules and regulations. 1-2-3 Prepare a strategic plan for activities of the Centre. 1-2-4 Conduct capacity building activities for the Centre members. (Output 1-3 Basic activities for biodiversity and ecosystems conservation in Sabah state are coordinated, promoted and implemented by the Centre.) 1-3-1 Prioritize the functions of the Centre as per section 9 of the Sabah Biodiversity Enactment 2000. 1-3-2 Prepare an action plan(s) for the Centre based on the priority purposes chosen in the above. 1-3-3 Implement the action plan(s). 1-3-4 Prepare biodiversity conservation strategy in Sabah. 1-3-5 Prepare and publish annual report of the Centre.</p> | <p>Input (Malaysian side):</p> <p>Personnel -Programme director -Vice programme director -Programme manager -Counterpart personnel for Japanese experts -Administrative personnel -Supporting staff</p> <p>Land, Building and Facilities -Necessary facilities for the Programme (building, room, equipment, telephone line etc.)</p> <p>Operation costs -Cost for the Programme activities -Cost of maintenance of equipment -Partial cost for conducting training in Sabah, etc.</p> | <p>Input (Japanese Side):</p> <p>Personnel <Long-term experts> -Chief advisor (five years) -Programme coordinator (five years) -Integrated protected area management (two to three years) -Institutional capacity building (two to three years) <Short-term experts> -Experts in specific fields upon mutual agreement</p> <p>Machinery and Equipment -Equipment necessary upon mutual agreement</p> <p>Training -Two to four personnel per year in specific fields in Japan and/or third countries -Partial cost for conducting training in Sabah</p> | <p>Budget allocation to the C/P organizations does not decrease largely. Transfer of core staff of C/P organization is kept at a minimum. The government of Sabah state approves the organizational set-up of the Council/Centre officially.</p> |
| <p><u>Activities corresponding to Output 2</u> (Output 2-1 Protected areas such as state parks, wildlife reserves, and forest reserves are managed under relevant policies of Sabah.) 2-1-1 Manage the Crocker Range Park (CRP) focusing on Community Use Zone (CUZ) and introduce the concept of CUZ to other protected areas. 2-1-2 Implement Lower Segama management plan with focus on participatory conservation activities and community-based ecotourism. 2-1-3 Prepare management strategy to conserve the river basin of Kinabatangan and Segama rivers. 2-1-4 Identify and propose potential areas in/around the river basin for conservation area. 2-1-5 Propose the whole or selected areas within the river basin as Ramsar site(s) on the basis of the management strategy. (Output 2-2 Research and education activities for protected area management are strengthened.) 2-2-1 Conduct research directly applicable to biodiversity and ecosystems conservation and use the result in education. 2-2-2 Expand the collaboration with other research institutes including foreign research institutes and universities. 2-2-3 Share information with the Centre. (Output 2-3 Sabah environmental education policy (EE policy), which was formulated under BBEC Phase I, is implemented and monitored.) 2-3-1 Prepare an implementation plan for the EE policy. 2-3-2 Implement environmental education activities based on the plan. 2-3-3 Monitor and evaluate the environmental education activities.</p> | | | |

| | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Activities corresponding to Output 3</p> <p>(Output 3-1 Sabah state agencies, UMS and related organizations are able to conduct trainings on biodiversity and ecosystems conservation to both foreign and local trainees, based on the experience of BBEC.)</p> <p>3-1-1 Collect information on local training needs, formulate training programmes and conduct trainings to related-parties of Sabah.</p> <p>3-1-2 Collect information of training needs in neighbouring areas/countries.</p> <p>3-1-3 Review knowledge and experience of Sabah, which is applicable for neighbouring areas/countries.</p> <p>3-1-4 Formulate training programmes and conduct trainings to personnel and institutions in neighbouring areas/countries.</p> <p>3-1-5 Evaluate the trainings and feedback the result to the training programmes.</p> <p>(Output 3-2 Knowledge and information concerning biodiversity and ecosystems conservation activities of Sabah are made available in other areas of Malaysia and foreign countries.)</p> <p>3-2-1 Review biodiversity and ecosystems conservation activities conducted by private sectors, NGOs in Malaysia.</p> <p>3-2-2 Prepare a strategy for dissemination of information.</p> <p>3-2-3 Publish and release information on biodiversity and ecosystems conservation in Sabah as well as BBEC activities through various media such as newspapers, TV, radio and web-site.</p> | | <p>Preconditions:</p> <p>The government of Sabah state prepares the legal and institutional basis for the commencement of the operation of the Sabah Biodiversity Council/Centre.</p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

ボルネオ生物多様性・生態系保全プログラム（フェーズ2）中間評価
評価グリッド（案）

2009.11.9

| 項目 | 評価設問 | | メモ | |
|----|----------------------------------|---------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------|
| | 大項目 | 小項目 | | |
| 実績 | ※効率性と有効性の設問でカバーする | | | |
| | 実施プロセス | プロジェクトは適切に管理されているか？ | PO・詳細計画の策定、計画の変更、活動の軌道修正などは適切に行われているか？ | 頻度、タイミング、参加者、意思決定を含む方法は適切か？ |
| | | | 活動は適切にモニタリングされているか？ | 月報(英)、アウトプットモニタリングシート、活動モニタリングシート、実施運営総括表(和)などの現行ツールの内容・使用方法で十分か？ |
| | | プロジェクトは適切に管理されているか？ | プロジェクト関係者間のコミュニケーションは円滑に行われているか？意思決定のプロセスは適切か？目標や課題は共有されているか？ | 全体モニタリング会議やマネージメント・コミティ会議の実施状況は？ほかにどんな手段を利用しているか？ |
| | | | プロジェクト実施機関や専門家の責任は明確か？関係者は責任を果たしているか？ | それぞれの責務について共通認識はあるか？理解・納得して活動にあたっているか？ |
| | | 技術移転は適切に行われているか？ | C/P と C/P 機関の能力・制約をふまえた活動・技術移転が行われているか？ | どんな方法を利用しているか？手段の組み合わせやペースは適切か？ |
| | | 活動は計画どおり行われているか？ | 遅れている・実施できない活動はあるか？理由は？ | |
| | | 大きな障害はあるか？ | 協力内容はマレーシア・サバ州の生物多様性・生態系保全ニーズに合致しているか？ | ①サバの生物多様性の重要性・脆弱性と、②それを保全するための能力・体制強化の必要性は高いか？事前評価時から変化はあるか？ |
| | | プロジェクトの目標は課題を適切に捉えているか？ | プロジェクト目標には2つの目標が掲げられているが、それらは妥当か？ | 実際の現地の課題・問題意識を反映した現実的な目標か？事前評価時の想定と現実とで乖離はないか？生物多様性・生態系保全行政の強化を図るといふ観点から妥当か？ |
| | | プロジェクトの優先度は高いか？ | 上位目標には2つの目標が掲げられているが、それらは妥当か？ | 事前評価時から変化はあるか？ |
| | | プロジェクト目標と上位目標は、マレーシア・サバ州の生物多様性保全を含む自然環境政策や開発政策と整合しているか？ | 事前評価時から変化はあるか？ | |
| | プロジェクト目標と上位目標は、日本の援助方針と整合性しているか？ | | | |

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| プロジェクトのアプローチは適切か？ | <p>生物多様性評議会・センターの機能・能力強化を中心として、生物多様性・生態系保全行政の強化を図るアプローチの妥当性は高いか？</p> <p>サバ州の生物多様性・生態系保全活動に対する国際的認知度を高めることにより、多様な関係者を共通目標に導くという戦略の妥当性は高いか？</p> <p>ABSや他のインセンティブを生物多様性保全に活用するという戦略の妥当性は高いか？</p> <p>生物多様性・生態系保全活動の実施（成果2）により、各機関の活動実施能力やセンターの調整能力を向上し、州全体の生物多様性・生態系保全システムを強化するというアプローチの妥当性は高いか？</p> <p>関係機関の生物多様性・生態系保全に関する情報発信能力や研修実施能力高めるというアプローチ（成果3）は、生物多様性・生態系保全行政を強化するという目的に対して妥当性は高いか？</p> <p>選択したプロジェクト実施機関は妥当か？</p> | <p>根拠となるサバ州生物多様性条例に対する認識、生物多様性評議会・センターの役割とそれに対する期待、アプローチの現実性を再確認する。</p> <p>CBD、ラムサール条約、MAB など国際条約の活用状況と効果は？</p> <p>ほかにも有効な戦略はないか？</p> <p>こうしたインセンティブをうまく取り込んでいるか？取り込みは現実的か？</p> <p>生物多様性・生態系保全に関する機関とマナジェントを再確認する。多くの機関の協力とそれらの調整が重要なことを再確認する。</p> |
| 有効性 | <p>プロジェクト目標</p> <p>プロジェクトの見込みはあ</p> <p>るか？</p> | <p>プロジェクト目標の後半やインパクトを意識したアプローチか？</p> <p>漏れないか？適当な機関・部署が参加しているか？</p> <p>具体的にどういうことか？どのような共通認識があるか要確認。例えば、プロジェクト目標の「システム」や「拠点」とは具体的にどのようなことか？プロジェクト実施機関・関係者は、目標を十分共有しているか？</p> |
| | <p>サバ州の生物多様性保全戦略が評議会によって承認される見込みはあるか？(指標1)</p> | <p>PDM 指標。より適切な指標設定ができないか要再考。</p> |
| | <p>上記戦略に沿って、活動が実施される見込みはあるか？(指標2)</p> | <p>PDM 指標。より適切な指標設定ができないか要再考。</p> |
| | <p>プロジェクトに関連する職員がマレーシア国内外から研修講師として招聘される見込みはあるか？(指標3)</p> | <p>PDM 指標。より適切な指標設定ができないか要再考。プロ目を変えないなら、要指標見直しと設問追加。</p> |
| PDM に無理はないか？ | <p>PDM の成果は、プロジェクト目標を達成するために妥当か？追加・変更・削除が必要な成果はあるか？</p> <p>生物多様性・生態系保全活動の対象として選定したテーマ（成果2）は妥当か？コンポーネントの構成・規模は妥当か？</p> | <p>活動→成果+外部条件からプロジェクト目標に繋がるロジックはおかしくないか？外部者にとっても明快か？</p> <p>生物多様性・生態系保全行政の強化を図るサイト・テーマという観点から最適であったか？モデル性は高いか？</p> |

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| | <p>成果からプロジェクト目標に至る外部条件は現時点でも正しいか？満たされる可能性は高いか？</p> <p>生物多様性に関する計画・調整体制は確立・強化されているか？(成果 1-1) 評議会の開催頻度は？(指標 1-1)</p> <p>生物多様性評議会は満足に機能しているか？(成果 1-1) 評議会の開催頻度は？(指標 1-1)</p> <p>生物多様性センターの業務実施体制は適切に整備されているか？(成果 1-2) ①事務所が整備される、②明確な役割を持った適切な数のスタッフ配置される、③活動戦略ができあがる。の達成状況は？(指標 1-2)</p> <p>生物多様性センターの生物多様性・生態系保全活動の管理・調整体制は確立・強化されているか？(成果 1-3)</p> <p>保護区域は、生物多様性センターの調整を通じて、適切に管理されているか？(成果 2-1)①新たに機能している CUZ の数、②キナバタンガン川・セガマ川流域の一部または全部がラムサール条約登録湿地として申請される。の状況は？(指標 2-1)</p> <p>保護区域管理のための研究・教育活動は強化されているか？(成果 2-2)①新たに発表された調査報告書・論文の数、②開催されたセミナー・ワークショップの回数。の状況は？(指標 2-2)</p> <p>生物多様性・生態系保全に関する環境啓発は適切に実施されているか？(成果 2-3) ①環境教育政策の評議会による承認、②新たに開発された環境教育教材の数、③環境教育のターゲットグループの活動回数。の状況は？(指標 2-3)</p> <p>生物多様性・生態系保全に関する普及サービスと研修実施能力は強化されているか？(成果 3)</p> <p>関係機関の研修実施能力は確立しているか？(成果 3-1)関連機関による研修実施回数。の状況は？(指標 3-1)</p> <p>生物多様性・生態系保全活動に関する知識や情報は、マレーシア国内外からアクセス可能になっているか？(成果 3-2)マスメディアのサバ州の生物多様性・生態系保全活動に関する報道回数は？(指標 3-1)</p> | <p>目標達成を阻害する要因はあるか？</p> <p>成果 1 の表現は要再考。左記表現で言い換えられるか要確認。</p> <p>成果 1-1 の表現は要再考。ほかにも具体的指標があった方がよいか？マイルストーン的な指標設定はできないか？</p> <p>成果 1-2 の表現は要再考。成果 1-2 を成果 1-3 に合体した方がよいのでは？現行の成果 1-2 は指標的。1-2 は 1-3 達成のプロセスとしてはどうか？</p> <p>成果 1-3 の表現は要再考。指標 1-3 は和・英 PDM で齟齬あり。和文 PDM の方がより詳細。指標は要再考。</p> <p>成果 2-1 の表現は要再考。和・英不一致。成果 2 のくくりは要再考。サブ成果から成果に格上げした方が分かりやすいか？指標は要再考。</p> <p>成果 2-2 の活動はどのようにプロ目にするのか要確認。成果 2 のくくりは要再考。サブ成果から成果に格上げした方が分かりやすいか？指標は要再考。</p> <p>成果 2-3 は左記のように言い換えられるか？現行の成果 2-3 は活動的な書きぶり。表現は要再考。指標も要再考。成果 2 のくくりは要再考。サブ成果から成果に格上げした方が分かりやすいか？</p> <p>成果 3 の表現は要再考。和・英不一致。</p> <p>成果 3-1 の表現は要再考。指標も要再考。</p> <p>成果 3-2 の表現は要再考。指標も要再考。</p> |
| <p>効 率 性</p> <p>成果の達成状況は適切か？</p> | | |

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| | 成果達成を阻害している要因はなにか？ 成果達成を促進している要因はなにか？ 活動の範囲や規模は十分であったか？ プロジェクト目標の達成に貢献しない活動は行われていないか？ 重要性の低い活動はないか？ 活動の前提条件は満たされていたか？ 外部条件は満たされていたか？ 全フェーズの成果はうまく活用できているか？ 専門家の人数、分野、派遣期間・時期は適切だったか？ 供与機材の種類、数、供与時期は適切だったか？ 国外研修等の対象人数、研修内容・期間・時期は適切だったか？ 日本側のその他の投入は適切だったか？ C/P の人数、分野、職位、配置期間は適切だったか？ 車両、資機材、旅費など C/P に関する予算は十分だったか？ マレーシア側のその他の投入は適切だったか？ サバ州の生物多様性・生態系保全は強化される見込みはあるか？ (上位目標前半) サバ州の生物多様性・生態系保全の取り組みは国際的に保全モデルとして認知される見込みはあるか？(上位目標後半) プロジェクトが構築した保全モデルは他州や外国に導入される見込みはあるか？ プロジェクト目標から上位目標に至る外部条件は現時点でも正しいか？満たされる可能性は高いか？ロジックに無理はないか？ 上位目標以外の正の影響は想定されるか？ マイナスの影響は想定されるか？ | |
| 活動の実施状況は適切か？ | 活動の組み立ては適切だったか？ | |
| 日本側の投入は適切か？ | マレーシア側の投入は適切か？ | 第3 国専門家、ローカルコンサルタントなどを含む。 |
| 上位目標達成の見込みはあるか？ | 波及効果は見込まれるか？ | どのように検証するか？具体的にどういうことか？どのような共通認識があるか要確認。 上位目標として妥当か？どのように検証するか？ 上位目標指標。和文ではもう一つある。「モデル」とは何か？指標は要再考。 |
| 生物多様性に関する政策・施策の維持・拡充は見込めるか？ | | ①CUZ が適正に利用されない可能性、②ダガット村で軋轢が生じうる可能性 (事前調査指摘事項) ーは現実のものとなりそうか？ |

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| | CUZなどのプロジェクトで試行した取り組みが制度化される見込みはあるか？ | |
| C/P 機関の組織の維持・発展は見込めるか？ | 生物多様性センターは、維持・強化される見込みはあるか？ 予算や人員は増強される見込みはあるか？ 他の機関の生物多様性・生態保全に関わる部署は、維持・強化される見込みはあるか？ 予算や人員は増強される見込みはあるか？ | |
| プロジェクトの趣旨・重要性は十分に理解されているか？ | プロジェクト目標や上位目標は関係者の間で共有されているか？ 個々の活動の目的や意義は理解できているか？ 関係者はプロジェクト終了後の姿を描けているか？ どのような体制(システム)で生物多様性・生態系保全を推進するかイメージできているか？ | |
| | 関係機関のオーナーシップは高いか？ | |
| | 保護区域の管理に導入している手法は定着する見込みがあるか？ | |
| | 保護区域管理のための研究・教育推進のために導入している手法は定着する見込みがあるか？ | |
| | 環境啓発のために導入している手法は定着する見込みはあるか？ | |
| 出口戦略は適切か？ | サバ州を生物多様性に関する研修拠点とする戦略の妥当性は高いか？ | 前提条件や外部条件の検討は十分か？ 十分な投入があるか？ |
| | 上記戦略で十分か？ ほかにも有効な取り組みはないか？ | |
| | 自立発展性を阻害するその他の要因はあるか？ | |

※情報源・収集方法は以下を想定

1. 報告書類：月報、アウトプットモニタリングシート、活動モニタリングシート、実施運営総括表、専門家報告書、C/P の研修参加報告書、C/P 機関の年次計画・報告など
2. インタビュー／質問票：プロジェクト専門家、実施機関のプロジェクト責任者（全てのC/P 機関）、生物多様性・生態系保全に関わる NGO・識者など
3. グループインタビュー：実施機関のプロジェクトに関係する職員

Programme Design Matrix (PgDM)

Programme Title: Programme for Bornean Biodiversity and Ecosystems Conservation II

Programme Duration: 1 October 2007 to 30 September 2012 (five years)

Target Area: Whole Sabah state with emphasis on Crocker Range Park, river basin of Kinabatangan and Segama rivers

Version Number: Version 2

Date: 10 December 2009

Target Group: Sabah Biodiversity Council/Centre and other agencies, including Sabah state agencies, Universiti Malaysia Sabah (UMS) and other related organizations, and the people of Sabah

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
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| <p>Overall Goal: Biodiversity and ecosystem conservation in Sabah is strengthened and internationally recognised.</p> | <p>1 Parts of updated Sabah Conservation Strategy related to biodiversity are implemented. 2 At least 1 additional site is registered under international initiatives on biodiversity conservation and/or existing site(s) is expanded.</p> | <ul style="list-style-type: none"> • Reports of concerned agencies • Registration certificate(s) | |
| <p>Programme Purpose: A system for biodiversity and ecosystem conservation in Sabah is strengthened and Sabah state becomes capable of extending knowledge and skills on biodiversity conservation to other states of Malaysia and foreign countries.</p> | <p>1 Biodiversity related issues in Sabah Conservation Strategy are updated. 2 At least 2 sites are registered under international initiatives on biodiversity conservation. 3 BBEC II related personnel are invited as trainers/resource persons by other states in Malaysia and/or foreign countries at least 15 times.</p> | <ul style="list-style-type: none"> • Updated strategy • Registration certificates • Invitation letters and programme report | <p>Malaysian and Sabah state policy on biodiversity and ecosystems conservation does not change significantly.</p> <p>Federal government and other organisations continuously support organisation of training on biodiversity conservation.</p> |
| <p>Outputs: Output 1: The capacity of the Sabah State to plan, coordinate, and promote biodiversity and ecosystem conservation activities is strengthened.</p> | <p>1-1 Office of SaBC is established, and its organisational structure is proposed. 1-2 A strategic plan of SaBC is drawn out. 1-3 Members of SaBC who are responsible for activities related to BBEC II are trained. 1-4 SaBC is appointed as state focal point for international initiatives. 1-5 SaBC chairs at least 2 inter-agency working groups. 1-6 Biodiversity information and management system is established. 1-7 EE policy and its monitoring mechanism are established.</p> | <ul style="list-style-type: none"> • Annual report of SaBC including organizational chart • Annual report of SaBC • Annual report of SaBC • Annual report of SaBC • Minutes of meetings • Annual report of SaBC • EE policy, document outlining monitoring procedures and monitoring report | <p>There is no major change in institutional structure of the C/P organisations.</p> |

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| <p>Output 2: The capacity of Sabah state agencies and UMS to implement biodiversity and ecosystem conservation activities for protected areas such as state parks, wildlife conservation areas, and forest reserves is enhanced.</p> <p>Sub-output 2-1: The capacity of the Sabah Parks and relevant parties to implement biodiversity and ecosystem conservation activities for state parks is enhanced through managing the Crocker Range Park.</p> <p>Sub-output 2-2: The capacity of the Sabah Wildlife Department and relevant parties to implement biodiversity and ecosystem conservation activities for wildlife conservation areas is further enhanced through managing the Lower Segama Wildlife Conservation Area.</p> <p>Sub-output 2-3: The capacity of the Sabah Forestry Department and relevant parties to implement biodiversity and ecosystem conservation activities for forest reserves is further enhanced through managing the River basin of Kinabatangan and Segama Rivers.</p> | <p>2-1-1 CUZ Eligibility Criteria is developed. 2-1-2 At least 1 MOU on CUZ is signed between local community and SPs. 2-1-3 Crocker Range Park is proposed officially as Man and Biosphere site 2-1-4 At least 3 studies relevant to management of Crocker Range Park is conducted. 2-1-5 Seminars and workshops on studies in Crocker Range Park are held at least 3 times. 2-1-6 At least 3 environmental education materials on Man and Biosphere are developed.</p> <p>2-2-1 Lower Segama Wildlife Conservation Area is gazetted. 2-2-2 Management plan of Lower Segama Wildlife Conservation Area is developed. 2-2-3 Rules and regulations to manage riparian reserve within wildlife conservation area in an integrated manner are developed.</p> <p>2-3-1 Whole or selected areas in river basin of Kinabatangan and Segama Rivers is proposed officially as Ramsar site(s). 2-3-2 Management plan for Lower Kinabatangan-Segama Wetlands is developed. 2-3-3 At least 5 studies relevant to the management of Lower Kinabatangan-Segama Wetlands are conducted. 2-3-4 At least 5 environmental education materials are developed. 2-3-5 At least 2 permanent exhibitions on Ramsar are established. 2-3-6 At least 3 events on Ramsar are conducted.</p> | <ul style="list-style-type: none"> • CUZ Eligibility Criteria • MOU on Community Use Zone • Official document for Man and Biosphere registration • Study reports • Programme report • Materials developed • Official gazette • Management plan of Lower Segama Wildlife Conservation • Rules and regulation • Official document for Ramsar registration • Management plan for Lower Kinabatangan-Segama Wetlands • Study reports • Environmental education materials developed • Exhibitions established • Programme report | |
| <p>Output 3: The capacity of Sabah state agencies and UMS to provide training on biodiversity and ecosystem conservation is enhanced.</p> | <p>3-1 At least 3 training courses are successfully completed. 3-2 At least 48 trainees complete training course. 3-3 Percentage of trainees who are satisfied with overall content of training course is at least 75 %. 3-4 Percentage of trainers who feel that they had properly conveyed the desired knowledge and skills for their training session is at least 90 %.</p> | <ul style="list-style-type: none"> • Report on the training course • Report on the training course • Questionnaire conducted at the end of each training course to trainees. • Questionnaire conducted at the end of each training course to trainers. | |

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| <p>Activities:</p> <p>1-1 Enhance understanding of the Sabah Biodiversity Council members on biodiversity and ecosystem conservation.</p> <p>1-2 Recommend the institutional arrangement of the Sabah Biodiversity Centre (SaBC) including proposals for staffing, location of the office, finance, internal rules and regulations, and etc.</p> <p>1-3 Conduct capacity building activities for SaBC.</p> <p>1-4 Prepare a strategic plan for activities of SaBC.</p> <p>1-5 Select the purposes of SaBC to be assisted by BBEC II.</p> <p>1-6 Prepare an action plan for the Centre based on the priority purposes chosen in the above.</p> <p>1-7 Implement the action plan.</p> <p>1-8 Prepare and publish annual report of SaBC.</p> <p>1-9 Facilitate the approval of the Sabah Environmental Education Policy (EE policy).</p> <p>1-10 Prepare an implementation plan for the EE policy on biodiversity and ecosystem conservation.</p> <p>1-11 Establish a monitoring and evaluation mechanism of the environmental education activities.</p> <p>1-12 Publish and release information on biodiversity and ecosystem conservation in Sabah including BBEC activities through various media such as newspapers, TV, radio and web-site.</p> <p>1-13 Document the achievements of Output 1 to be used in the updating of the Sabah Conservation Strategy.</p> <p>1-14 Coordinate updating of the Sabah Conservation Strategy.</p> | <p>Input (Malaysian side):</p> <p>Personnel</p> <ul style="list-style-type: none"> -Programme director -Vice programme director -Programme manager -Counterpart personnel for Japanese experts -Administrative personnel -Supporting staff <p>Land, Building and Facilities</p> <ul style="list-style-type: none"> -Necessary facilities for the Programme (building, room, equipment, telephone line etc.) <p>Operation costs</p> <ul style="list-style-type: none"> -Cost for the Programme activities -Cost of maintenance of equipment -Partial cost for conducting training in Sabah, etc. | <p>Input (Japanese Side):</p> <p>Personnel</p> <ul style="list-style-type: none"> <Long-term experts> -Chief advisor (five years) -Programme coordinator (five years) -Integrated protected area management (two to three years) -Institutional capacity building (two to three years) <p><Short-term experts></p> <ul style="list-style-type: none"> -Experts in specific fields upon mutual agreement <p>Machinery and Equipment</p> <ul style="list-style-type: none"> -Equipment necessary upon mutual agreement <p>Training</p> <ul style="list-style-type: none"> -Two to four personnel per year in specific fields in Japan and/or third countries -Partial cost for conducting training in Sabah | <p>Budget allocation to the C/P organisations does not decrease largely.</p> <p>Transfer of core staff of C/P organisation is kept to a minimum.</p> <p>The government of Sabah approves the organisational set-up of the Sabah Biodiversity Council and SaBC officially.</p> <p>The Sabah Biodiversity Council regularly holds its council meeting and provides sufficient directions to SaBC.</p> <p>Federal government and other organisations provide sufficient funding for UMS and concerned agencies to conduct training.</p> |
| <p>2-1-1 Manage the Crocker Range Park focusing on Community Use Zone (CUZ).</p> <p>2-1-2 Promote introduction of CUZ to other protected areas.</p> <p>2-1-3 Conduct research directly applicable to biodiversity and ecosystems conservation.</p> <p>2-1-4 Implement environmental education activities based on the EE policy.</p> <p>2-1-5 Document the achievements of Sub-output 2-1 to be used in the updating of the Sabah Conservation Strategy.</p> <p>2-2-1 Manage the Lower Segama Wildlife Conservation Area (focusing on participatory conservation activities and community-based ecotourism).</p> <p>2-2-2 Implement environmental education activities based on the EE policy.</p> <p>2-2-3 Document the achievements of Sub-output 2-2 to be used in the updating of the Sabah Conservation Strategy.</p> <p>2-3-1 Manage the river basin of Kinabatangan and Segama rivers.</p> <p>2-3-2 Conduct research directly applicable to biodiversity and ecosystems conservation.</p> <p>2-3-3 Implement environmental education activities based on the EE policy.</p> <p>2-3-4 Document the achievements of Sub-output 2-3 to be used in the updating of the Sabah Conservation Strategy.</p> | | | |

Preconditions:
The government of Sabah prepares the legal and institutional basis for the commencement of the operation of the Sabah Biodiversity Council and SaBC.

3-1 Compile and analyse biodiversity and ecosystem conservation activities conducted by the private sector, and NGOs in Malaysia.
3-2 Collect information on local training needs, formulate training programmes and conduct trainings to relevant parties of Sabah.
3-3 Collect information on training needs in Sarawak, Peninsular Malaysia and foreign countries.
3-4 Identify knowledge and experience of Sabah, which may be applicable to Sarawak, Peninsular Malaysia and foreign countries.
3-5 Formulate training programmes and conduct trainings to personnel and institutions in Sarawak, Peninsular Malaysia and foreign countries.
3-6 Evaluate the trainings and improve the training programmes.