

マレーシア国  
サバ州を拠点とする生物多様性・  
生態系保全のための持続可能な  
開発プロジェクト  
中間レビュー調査報告書

平成 28 年 1 月  
(2016 年)

独立行政法人国際協力機構  
地球環境部

環境
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地 図



写



① 天然資源庁長官 (Tn. Hj. Amat Md. Yusof) 表敬

真



② サバ大学副学長 (Prof. Datuk Dr. Mohd Harun Abdullah) 表敬



③パイロット活動サイトの Tudan 村の風景



④Tudan 村に設置したコンポスト



⑤パイロット活動で栽培しているマルベリー



⑥マルベリーの実で作ったジャム

## 略 語 表

略語	英語	日本語
APO	Annual Plan of Operation	年間活動計画、年間活動計画
BBEC	Bornean Biodiversity and Ecosystems Conservation	ボルネオ生物多様性・生態系保全プログラム
C/P	Counterpart	カウンターパート
CBD	Convention on Biological Diversity	生物多様性条約
COP	Conference of the Parties	締約国会議
CRBR	Crocker Range Biosphere Reserve	クロッカー山脈生物圏保存地域
CSR	Corporate Social Responsibility	企業の社会的責任
EU	European Union	欧州連合
FRIM	Forest Research Institute Malaysia	マレーシア森林研究所
GEF	Global Environmental Facility	地球環境ファシリティ(基金)
IPSI	International Partnership for the Satoyama Initiative	SATOYAMA イニシアティブ国際パートナーシップ
ITBC	Institute for Tropical Biology and Conservation	サバ大学熱帯生物学・保全研究所
JICA	Japan International Cooperation Agency	独立行政法人国際協力機構
LKSW	Lower Kinabatangan and Segama Wetland	キナバタガン河・セガマ河下流域湿地
MAB	Man and Biosphere	人間と生物圏
NGO	Non-Governmental Organization	非政府組織
NRE	Ministry of Natural Resources and Environment	天然資源環境省
NRO	Natural Resources Office	天然資源庁
PDM	Project Design Matrix	プロジェクト・デザイン・マトリックス
PES	Payment for Ecosystem Services	生態系サービスへの支払い
PMC	Project Management Committee	プロジェクト管理委員会
PO	Plan of Operations	活動計画
PSC	Project Steering Committee	プロジェクト運営委員会
R/D	Record of Discussions	討議議事録

## 中間レビュー調査結果要約表

<b>1. 案件の概要</b>	
国名：マレーシア	案件名：サバ州を拠点とする生物多様性・生態系保全のための持続可能な開発プロジェクト
分野：自然環境保全	援助形態：技術協力プロジェクト
所轄部署：地球環境部	協力金額（中間レビュー時点までの実績）：約 1.12 億円
協力期間： (R/D) 2013 年 7 月 1 日～ 2017 年 6 月 30 日	先方関係機関：サバ州政府機関（天然資源庁、生物多様性センター、森林局、公園局等）、サバ大学熱帯生物学保全研究所（ITBC-UMS）
	他の関連協力： <ul style="list-style-type: none"> <li>- 技術協力プロジェクト「ボルネオ生物多様性・生態系保全プログラム」（2002 年～2007 年）</li> <li>- 技術協力プロジェクト「ボルネオ生物多様性・生態系保全プログラムフェーズ 2」（2007 年～2012 年）</li> </ul>
<b>1-1 協力の背景と概要</b>	
<p>マレーシア・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等、世界的に多様な生態系と生物相が見られる。しかし、大規模伐採やアブラヤシプランテーション開発等により、同州の森林面積は 1970 年代と比較して、約 3 分の 2 に減少した。また、土壌汚染や水質汚濁等の環境劣化も顕在化している。この結果、自然資源への依存度が高い伝統的な生活を営む地域住民は、自然環境の劣化に伴い、生活基盤が脅かされている。</p> <p>独立行政法人国際協力機構（JICA）は、サバ州の生物多様性保全に対して統合的に取り組むために、サバ州政府や国立サバ大学等とともに技術協力プロジェクト「ボルネオ生物多様性・生態系保全プログラム（BBEC）」を実施した（フェーズ 1、2）。BBEC1 では「サバ州の生物多様性保全のための包括的かつ持続可能なアプローチの構築」を目標として、研究機関の体制強化、研究成果の発表、協働保護区管理の概念を取り入れたクロッカー山脈公園管理計画の策定及び実施、セガマ河下流域野生生物保全区の提案、住民参加型エコツーリズムの試行、環境教育活動の実践、国際セミナーの開催等を支援した。BBEC2 では「サバ州における生物多様性保全のための体制強化と、マレーシア国内外への知識・情報発信の拠点化」を目標として、サバ州生物多様性センターの正式組織化、「サバ州生物多様性戦略（SBS）」の策定準備、クロッカー山脈公園及び周辺域の国連教育科学文化機関（UNESCO）「人と生物圏（MAB）計画」への登録申請、セガマ河下流域野生生物保全区の登録、キナバタンガン・セガマ河下流域のラムサール条約への湿地登録及び管理計画の策定、生物多様性保全に係る第三国研修の実施等を支援した。</p> <p>2011 年 8 月、マレーシア政府から、SBS 策定後の実施支援、ラムサール条約登録湿地やユネスコ MAB 登録予定地をはじめとする保護区及びバッファゾーンの統合管理の促進、第三国研修を通じた東南アジア諸国連合（ASEAN）地域への生物多様性に係る経験共有を内容とする後継の技術協力プロジェクトが要請され、2013 年より本プロジェクトが開始された。</p>	

## 1-2 協力内容

### (1) 上位目標

サバ州が生物多様性保全と持続可能な開発のアジアにおける知的拠点（Asian Center of Excellence）として国内的・国際的に知られる。

### (2) プロジェクト目標

サバ州生物多様性戦略の実施を通じて持続可能な開発が推進される。

### (3) 成果（アウトプット）

1. 事業サイトにおいて自然共生社会の実現に関する能力が向上する。
2. サバ州の経験が生物多様性保全と持続可能な開発のために国内的・国際的に共有される。

### (4) 投入（中間レビュー時点）

#### 日本側：

- ・日本人専門家：長期専門家 2 名
- ・運営指導調査団 6 回（延べ 11 名）
- ・研修員受入：計 36 名
- ・機材供与：約 685 千円
- ・ローカルコスト負担：約 278,617 ドル

#### マレーシア側：

- ・カウンターパート（C/P）配置：約 18 名
- ・プロジェクト事務所：天然資源庁（NRO）内のプロジェクト事務所及び必要設備
- ・ローカルコスト負担：約 2,173 ドル

## 2. 中間レビュー調査団の概要

### 調査団

担当分野	氏名	所属先・職位
総括	神内 圭	JICA 地球環境部 森林・自然環境保全第一チーム 課長
協力企画	平 知子	JICA 地球環境部 森林・自然環境保全第一チーム 企画役
評価分析	長谷川 さわ	OPMAC 株式会社 事業部 上席コンサルタント

調査期間：2015年6月11日～7月1日

評価種類：中間レビュー

## 3. 調査結果の概要

### 3-1 実績の確認

投入は、日本側・マレーシア側双方ともおおむね計画どおり行われている。活動については、特にアウトプット1に係る活動に遅れが生じており、キナバタンガン・セガマ河下流域湿地（LKSW）管理計画の年次活動計画の作成及び実施の遅延、クロッカー山脈生物圏保存



地域（CRBR）管理計画の作成の遅延等、一部の活動が遅延している。

(1) 各アウトプットの達成状況

アウトプット 1：事業サイトにおいて自然共生社会の実現に関する能力が向上する。

中間レビュー時点での達成度：やや低い

- LKSW の年間活動計画の作成と CRBR 管理計画と年間活動計画の作成が遅れている。
- パイロット活動と環境教育活動については、関係機関の主体的な実施によりおおむね順調に実施されている。

アウトプット 2：サバ州の経験が生物多様性保全と持続可能な開発のために国内的・国際的に共有される。

中間レビュー時点での達成度：順調

- サバ州の生物多様性・生態系保全に関する経験は、国内及び国際的な場において積極的に情報発信・共有されている。
- 第三国研修はサバ大学熱帯生物学保全研究所（ITBC-UMS）と NRO の主導により順調に実施され、各国参加者からの満足度も高い。

(2) プロジェクト目標の達成見込み

プロジェクト目標：(SBS の実施を通じて) 持続可能な開発が推進される。

中間レビュー時点での達成見込み：低い

- 現行のプロジェクト目標の指標は、目標自体との関連性及びアウトプットとの因果関係が不明瞭であり、現指標の結果を基に判断すると達成見込みは低いものの、適切な指標に改訂することにより、今後のプロジェクト目標達成の見込みはある。

### 3-2 評価結果の要約

(1) 妥当性：

- マレーシアの国家開発計画「第 10 次マレーシア計画」（2011 年～2015 年）、サバ州の開発計画「サバ州開発及び発展の指針」「サバ州の戦略的長期行動計画」（2016 年～2035 年、策定中）に合致している。
- サバ州政府の開発ニーズを満たしている。
- 日本の対マレーシア援助政策に合致している。
- 現行のプロジェクト・デザイン・マトリックス（PDM）は改善すべき点がある（有効性参照）。

(2) 有効性：

- 現行の PDM におけるプロジェクト目標は定義があいまいであり、指標も目標自体との関連性及びアウトプットとの因果関係が不明瞭であるため、アウトプットを達成しても必ずしもプロジェクト目標の達成にはつながらないことから、現行 PDM でのプロジェクト目標達成の見込みは低いものの、適切な目標内容・指標に改訂することにより、終了までにプロジェクト目標の達成は期待できる。

(3) 効率性：

- 日本側及びマレーシア側の投入はおおむね計画どおりに行われており、活動は一部遅延しているものもあるが、投入された各要素は活動の実施にもれなく活用されている。
- 投入の量と質において、日本側・マレーシア側双方にそれぞれ検討・改善すべき点があることが確認された。

(4) インパクト：

- 現行の PDM は改訂が必要なことから、今後改訂 PDM に沿って上位目標の達成予測を行う必要がある。改訂後のアウトプット、プロジェクト目標の達成は、将来的に上位目標の達成に貢献することが見込まれる。
- 正のインパクトに関し、パイロット活動として行っている生計向上活動については、対象郡における貧困削減プログラムのモデルとして対象郡の他の村落への展開、更には CRBR の他地域への展開が期待される。一方、これまでに負のインパクトは確認されておらず、今後も負のインパクトが生じる可能性は低いことが予想される。

(5) 持続性：

- 政策・制度面：サバ州政府は SBS の閣議承認に基づき、今後は SBS の実施及びモニタリング・評価体制の構築を積極的に推進する必要がある。
- 組織面：NRO の生物多様性・生態系保全に係る調整業務担当の人員強化（特に人員増）が必要である。
- 財務面：サバ州政府の各関係機関は、外部資金も含めて SBS の実施に必要な予算の確保に向けて引き続き努める必要がある。
- 技術面：NRO は適切な人材を追加配置の上、SBS、LKSW 管理計画、CRBR 管理計画に係る担当調整業務の強化を図る必要がある。

### 3-3 効果発現に係る貢献・阻害要因

(1) 貢献要因

- 1) 計画内容に関すること
  - 特になし
- 2) 実施プロセスに関すること
  - 特になし

(2) 阻害要因

- 1) 計画内容に関すること
  - 現行の PDM には改善すべき点がいくつかある。
- 2) 実施プロセスに関すること
  - SBS の閣議承認の遅延及び連邦政府による CRBR のユネスコ MAB 計画における生物圏保存地域（BR）登録申請の遅延
  - LKSW 地域における治安悪化

- サバ州政府関係機関の生物多様性・生態系保全関連活動の実施に係る調整機能不全

### 3-4 結論

プロジェクトのパイロットサイトにおける生計向上活動、環境教育活動、情報発信・知見共有活動については順調な実施が確認されたものの、SBS の閣議承認の遅延やプロジェクトサイトの一つにおける治安悪化等、プロジェクト前半期間に予期しない阻害事項がいくつか起きたことにより、それらに関連する活動については遅れが生じている。加えて、現行の PDM には改善すべき点がいくつかある。これらの阻害事項は中間レビュー調査時点で解決されたものもあるため、プロジェクトの後半期間においては改訂 PDM に沿って順調に活動が進められることが見込まれる。

### 3-5 提言

- (1) PDM の改訂
- (2) NRO の人員及び予算に係る組織強化
- (3) SBS 実施に係る共通のモニタリングフォーマットの作成を含むモニタリング体制の確立
- (4) SaBC のプロジェクトでの位置づけの変更
- (5) LKSW 管理計画の実施・モニタリングに係る支援の検討

### 3-6 教訓

- (1) 適切なプロジェクトマネジメントを行うために PDM を柔軟に変更する必要性
- (2) プロジェクトの前提条件を吟味した上で開始時期決定の判断を下す必要性

## Summary of the Mid-term Review Results

<b>1. Outline of the Project</b>	
Country: Malaysia	Project title: Project on Sustainable Development for Biodiversity and Ecosystems Conservation in Sabah
Issue/Sector: Nature Conservation	Cooperation scheme: Technical Cooperation
Department in charge: Global Environment Dept.	Total cost (as of June 2015): Approx. 112 million yen
Period of Cooperation: (R/D) July 1, 2013 – June 30, 2017	Partner Country's Implementing Organization: Sabah State Govt. agencies (NRO, SaBC, SFD, SP, SWD, EPD, DID, etc.), Institute for Tropical Biology and Conservation, University of Malaysia, Sabah (ITBC-UMS)
	Related Cooperation: <ul style="list-style-type: none"> <li>- Programme for Bornean Biodiversity and Ecosystems Conservation (2002 – 2007)</li> <li>- Programme for Bornean Biodiversity and Ecosystems Conservation Phase 2 (2007 – 2012)</li> </ul>
<b>1-1 Background of the Project</b>	
<p>Sabah state, Malaysia 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 ecosystems is of utmost importance.</p> <p>JICA supported the Malaysian federal and Sabah state governments through the “Programme for Bornean Biodiversity and Ecosystems Conservation (BBEC) Phase 1 and 2” as technical cooperation projects under Japan’s Official Development Assistance (ODA). The Programme Purpose of BBEC Phase 1 (February 2002 – January 2007) was “Comprehensive and sustainable approach for conservation is established,” while BBEC Phase 2 (October 2007 – September 2012) aimed “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>The authorities concerned of the Government of Malaysia have set the implementation of Sabah Biodiversity Strategy as a next step to be taken and requested the Government of Japan for the “Project on Sustainable Development for Biodiversity and Ecosystems Conservation in Sabah (SDBEC).”</p>	
<b>1-2 Project Overview</b>	
(1) Overall Goal	
Sabah is known as the Asian Centre of Excellence for biodiversity conservation and sustainable development nationally and internationally.	
(2) Project Purpose	
Sustainable development is promoted.	

(3) Outputs:

Output 1: Capacity is developed in respect to realising a society in harmony with nature in the project sites.

Output 2: The Sabah's experiences are shared nationally and internationally for biodiversity conservation and sustainable development.

(4) Inputs (as of the Mid-term Review)

Japanese side:

- JICA Experts: 2 long-term
- 6 Monitoring Missions: totally 11 persons
- Trainees received: 36
- Equipment: Approx. 685 thousand yen
- Local Cost: Approx. 278,617 US dollar

Malaysian side:

- Counterpart: 18
- Land and facilities: Working space for experts in NRO
- Local Cost: Approx. 2,173 US dollar

**2. Outline of the Mid-term Review Team**

Review Team			
	Name	Job Title	Occupation
	Mr. Kei Jinnai	Leader	Director, Nature Environment Team 1, Forestry and Nature Conservation Group, Global Environment Department, JICA
	Ms. Tomoko Taira	Cooperation Planning	Advisor, Nature Environment Team 1, Forestry and Nature Conservation Group, Global Environment Department, JICA
	Ms. Sawa Hasegawa	Evaluation Analysis	Principal Consultant, Project Management Department, OPMAC Corporation
Period of Evaluation	11 June to 1 July, 2015	Type of Study: Mid-term Review	

**3. Summary of Mid-term Review Results**

**3-1 Progress of the Project**

Inputs from both the Japanese and Malaysian sides have been provided basically as planned. Some of the project activities for Output 1 have been delayed, which are absence of inter-agency coordination in terms of implementation of the Lower Kinabatangan and Segama Wetlands (LKSW) Management Plan, delay in development of the Croker Range Biosphere Reserve (CRBR)

Management Plan, delay in the official approval of Sabah Biodiversity Strategy (SBS) by the State Cabinet. The implementation of activities in the area of LKSW has been limited due to the unfavorable security situation in that area.

(1) Achievement of Outputs

1) Output 1

The achievement level as of the Mid-term Review: relatively low

- The current achievement level is relatively low due to the delay of activities in the LKSW and CRBR Management Plans.
- Pilot activities and CEPA activities have been smoothly implemented by the initiatives of the related agencies.

2) Output 2

The achievement level as of the Mid-term Review: reasonable

- The current achievement level is reasonable due to the active sharing of Sabah's experiences through the project activities at the national and international levels.
- TCTP has been smoothly implemented by the initiatives of ITBC-UMS and NRO with the high satisfaction of participants.

(2) Prospect for achieving Project Purpose

The achievement level as of the Mid-term Review: low

- It would be difficult to achieve the Project Purpose within the remaining 2 years of project period if assessed based on the present indicators. The present Project Purpose should be revised in order to make clear and its achievement should be verified based on the achievement of more appropriate indicators as well as resulted from produced Outputs.

### **3-2 Summary of Evaluation Results**

(1) Relevance

- The project is consistent with the Malaysian national development plan "10th Malaysia Plan" as well as the Sabah state's development plan "Direction of Sabah State Development and Advancement" and "Sabah's Strategic Long Term Action Plan."
- The project meets the development needs of Sabah state government.
- The project is consistent with Japan's ODA policy.
- There are some points to be improved in the present PDM.

(2) Effectiveness

- The project should be assessed based on the more appropriate indicators of revised PDM. Project Purpose itself should be clarified and the lack of causal relationship between indicators of Project Purpose and Outputs should be revised.

(3) Efficiency

- Both the Japanese and Malaysian sides have basically provided their inputs as planned.
- Efficiency was affected by some challenges: Unclear division of duties between NRO and SaBC for inter-agency coordination and insufficient number of NRO personnel.

(4) Impact

- 1) The livelihood improvement activities in the pilot site are on the right track for obtaining socio-economic benefits in harmony with conservation and could be a model for the poverty alleviation programme in Tuaran District, which is expected to create synergy effect with the project. The model is expected to be expanded to other villages in the CRBR area.
- 2) No reports of any negative impact of the project.

(5) Sustainability

- Concerning the policy and institutional aspects, the state government needs to strengthen the PDCA cycle of SBS upon the endorsement of the strategy.
- Concerning the organizational aspect, NRO's coordination personnel needs to be strengthened.
- Concerning the financial aspect, C/P agencies continuously need to seek for internal and external funding (CSR, PES, and international funding agencies, etc.).
- Concerning the technical aspect, NRO needs to acquire more skills for the inter-agency coordination to implement SBS, LKSW Management Plan and CRBR Management Plan especially with adding the capable personnel.

**3-3 Factors that promoted/inhibited realization of effects**

(1) Promoting factors

1) Factors concerning Planning

- None

2) Factors concerning Implementation Process

- None

(2) Inhibiting factors

1) Factors concerning Planning

- The present PDM has some points to be improved

2) Factors concerning Implementation Process

- Prolonged approval process of SBS by the Cabinet
- Prolonged nomination process of MAB for CRBR from the federal government to UNESCO
- Unfavorable security situation in the LKSW area
- Weak coordination mechanism due to unclear division of duties between NRO and SaBC

### **3-4 Conclusion**

Some of the project activities such as alternative livelihood activities at the pilot sites, CEPA activities and knowledge sharing activities have been favourably implemented so far. On the other hand, there have been several factors of the less implementation since the project has experienced unexpected challenging circumstances during the implementation, such as the delay in approval of SBS and the unfavourable security situation in one of the project sites. In addition, the present PDM has some points to be modified and readjusted. Those involved with the project are expected to proceed with the revised one in the remaining period.

### **3-5 Recommendations**

- (1) Modification of PDM
- (2) Strengthening of NRO in terms of personnel and budget
- (3) Development of a common monitoring format for the SBS implementation to be used by the concerned agencies
- (4) Change of Secretariat of Project Management Committee
- (5) Support for the LKSW Management Plan by the project in the remaining period

### **3-6 Lessons Learned**

- (1) Importance of flexibly revising PDM during the project implementation in case any inconsistency is recognized.
- (2) Importance of deciding timing of the opening for project with examining the prerequisite for the smooth implementation of the project



# 第1章 中間レビュー調査の概要

## 1-1 調査団派遣の経緯

マレーシア・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等、世界的に多様な生態系と生物相が見られる。しかし、大規模伐採やアブラヤシプランテーション開発等により、同州の森林面積は1970年代と比較して、約3分の2に減少した。また、土壌汚染や水質汚濁等の環境劣化も顕在化している。この結果、自然資源への依存度が高い伝統的な生活を営む地域住民は、自然環境の劣化に伴い、生活基盤が脅かされている。

独立行政法人国際協力機構（Japan International Cooperation Agency：JICA）は、サバ州の生物多様性保全に対して統合的に取り組むために、サバ州政府や国立サバ大学等とともに、技術協力プロジェクト「ボルネオ生物多様性・生態系保全プログラム（Bornean Biodiversity and Ecosystems Conservation：BBEC）」を実施した（フェーズ1：2002年2月～2007年1月、フェーズ2：2007年10月～2012年9月）。

BBEC フェーズ1では、「サバ州の生物多様性保全のための包括的かつ持続可能なアプローチの構築」を目標として、研究機関の体制強化、研究成果の発表、協働保護区管理の概念を取り入れたクロッカー山脈公園管理計画の策定及び実施、セガマ河下流域野生生物保全区の提案、住民参加型エコツーリズムの試行、環境教育活動の実践、国際セミナーの開催等を支援した。

BBEC フェーズ2では、「サバ州における生物多様性保全のための体制強化と、マレーシア国内外への知識・情報発信の拠点化」を目標として、サバ州生物多様性センター（Sabah Biodiversity Centre：SaBC）の正式組織化、サバ州生物多様性戦略（Sabah Biodiversity Strategy：SBS）の策定準備、クロッカー山脈公園及び周辺域の国連教育科学文化機関（United Nations Educational, Scientific and Cultural Organization：UNESCO）「人と生物圏（Man and Biosphere Programme：MAB）計画」における生物圏保存地域（Biosphere Reserve：BR）への登録申請、セガマ河下流域野生生物保全区の登録、キナバタンガン・セガマ河下流域湿地（Lower Kinabatangan and Segama Wetland：LKSW）のラムサール条約湿地への登録及び管理計画の策定、生物多様性保全に係る第三国研修の実施等を支援した。

一連の協力の結果、サバ州における生物多様性保全政策は主流化されつつある。ただ、これまでは主に保護区内での保全活動に取り組んできたが、保全活動の持続性のためには保護区外に住む住民の便益を確保することも重要であるとの認識が両国関係者で共有された。これを踏まえ、2011年8月、マレーシア政府から、SBS策定後の実施支援、ラムサール条約登録湿地やユネスコMAB計画におけるBR登録予定地をはじめとする保護区及びバッファゾーンの統合管理の促進、第三国研修を通じた東南アジア諸国連合（Association of Southeast Asian Nations：ASEAN）地域への生物多様性に係る経験共有を内容とする後継の技術協力プロジェクト「サバ州を拠点とする生物多様性・生態系保全のための持続可能な開発プロジェクト」が要請され、2013年3月にはパイプライン専門家を派遣し、同年6月14日に討議議事録（Record of Discussions：R/D）署名の上、10月1日より正式に開始した。

その後、SBSの閣議承認（2014年12月）が大幅に遅れたこと、SBSの調整機関としてSaBC

が十分に機能していないこと、また、2013 年末以降、プロジェクトサイトの一つである LKSW が位置するサバ州東部の治安が悪化し、現地でのプロジェクト活動の制約が継続していること等を踏まえ、プロジェクト実施体制、活動計画の確認が必要と判断し、中間レビュー調査を実施することとした。

## 1-2 調査団派遣の目的

上述の経緯を踏まえ、以下を目的として中間レビュー調査を実施した。

- (1) プロジェクトの計画表〔プロジェクト・デザイン・マトリックス (Project Design Matrix : PDM)〕及び活動計画 (Plan of Operation : PO) に基づき、プロジェクトの投入及び活動実績や成果 (アウトプット)、プロジェクト目標の達成状況を確認する。
- (2) プロジェクトの実施プロセスを検証し、貢献要因や阻害要因、リスク要因等を抽出する。
- (3) 評価 5 項目 (妥当性、有効性、効率性、インパクト、持続性) の観点から評価を行う。
- (4) 上記の分析結果に基づき、今後の課題や方向性について検討し、プロジェクト後半期における提言を取りまとめる。

## 1-3 調査団の構成

担当分野	氏名	所属先・職位
総括	神内 圭	JICA 地球環境部 森林・自然環境グループ 自然環境第一チーム 課長
協力企画	平 知子	JICA 地球環境部 森林・自然環境グループ 自然環境第一チーム 企画役
評価分析	長谷川 さわ	OPMAC株式会社 事業部 上席コンサルタント

## 1-4 調査スケジュール

現地調査は 2015 年 6 月 11 日から 7 月 1 日までの期間で実施された。調査日程の概要は、以下のとおりである (6 月 11 日～18 日は評価分析団員のみによる調査)。

日付	内容
6 月 11 日 木	評価分析団員本邦発、コタキナバル着
12 日 金	専門家インタビュー、農業局インタビュー
13 日 土	パイロットサイト視察
14 日 日	中間レビューレポート案作成
15 日 月	天然資源庁 (NRO) インタビュー、サバ州生物多様性センターインタビュー
16 日 火	公園局インタビュー、野生生物局インタビュー
17 日 水	サバ大学熱帯生物学・保全研究所 (ITBC-UMS) インタビュー、灌漑排水局インタビュー
18 日 木	森林局インタビュー、Tuaran 郡事務所インタビュー
19 日 金	観光局インタビュー、環境保護局インタビュー

日付		内容
		官団員本邦発、コタキナバル着
20日	土	パイロットサイト視察
21日	日	団内会議（PDM改訂案検討、中間レビューレポート案検討）
22日	月	NRO長官表敬、NROとの協議
23日	火	公園局インタビュー、農業局局長表敬
24日	水	ITBC-UMSインタビュー、NROとの協議
25日	木	プロジェクト管理委員会協議出席、サバ大学副学長表敬
26日	金	サバ州生物多様性センターインタビュー、中間レビューレポート案修正
27日	土	「生物多様性保全のためのパーム油産業によるグリーン経済の推進プロジェクト」視察
28日	日	団内会議（協議資料案検討、中間レビューレポート案最終化）
29日	月	中間レビューレポート修正・最終化
30日	火	サバ州官房長官表敬、プロジェクト運営委員会協議出席、ミニッツ署名
7月1日	水	コタキナバル発、本邦着

## 1-5 レビュー手法・項目

### 1-5-1 レビュー手法

本中間レビュー調査は、「JICA 事業評価ガイドライン第2版」（2014年5月）に基づき、プロジェクト・サイクル・マネジメントの一環として実施された。調査団は現行 PDM（Version 3）を評価の枠組みとして適用し、JICA 専門家及びマレーシア側関係者に対して質問票・インタビューを通して情報収集を行った。

本レビュー調査では、評価分析のための定量・定性的データを以下の方法で収集した。

- ◆ 既存資料レビュー（プロジェクト報告書・各種資料等）
- ◆ 質問票（JICA 専門家、サバ州政府機関関係者、サバ大学関係者）
- ◆ キーインフォーマント・インタビュー（JICA 専門家、サバ州政府機関関係者、サバ大学関係者、パイロット活動対象地域の関係者）

### 1-5-2 レビュー項目

#### (1) プロジェクトの実績

プロジェクトの実績は、PDM にある投入、活動、成果（アウトプット）、プロジェクト目標の各項目について、設定指標等を基にそれらの達成状況（または達成見込み）を確認した。

#### (2) 実施プロセス

プロジェクトの実施プロセスは、技術移転の方法、関係者間のコミュニケーション、モニタリング等、さまざまな観点に基づき、プロジェクトが適切に運営されたかどうかにつき検証された。さらに、実施プロセスの検証により、プロジェクトの効果発現に係る貢献・阻害要因を抽出した。

### (3) 評価 5 項目に基づく評価

プロジェクトの実績及び実施プロセスに係る検証結果に基づき、評価 5 項目の観点からプロジェクトを検証した。評価 5 項目の各項目の定義は以下のとおりである。

評価 5 項目	JICA 事業評価ガイドラインによる定義
妥当性	プロジェクトの目指している効果（プロジェクト目標や上位目標）が受益者のニーズに合致しているか、問題や課題の解決策として適切か、対象地域と日本側の政策との整合性はあるか、プロジェクトの戦略・アプローチは妥当か、公的資金である ODA で実施する必要があるかなどといった「援助プロジェクトの正当性・必要性」を問う視点。
有効性	プロジェクトの実施により、本当に受益者もしくは社会への便益がもたらされているのか（あるいはもたらされるのか）を問う視点。
効率性	主にプロジェクトのコスト及び効果の関係に着目し、資源が有効に活用されているか（あるいはされるか）を問う視点。
インパクト	プロジェクトの実施によりもたらされる、より長期的、間接的効果や波及効果を見る視点。この際、予期しなかった正・負の効果・影響も含む。
持続性	協力が終了しても、プロジェクトで発言した効果が持続しているか（あるいは持続の見込みはあるか）を問う視点。

出所：「プロジェクト評価の手引き（JICA 事業評価ガイドライン）」2010 年 6 月

## 第2章 プロジェクトの概要

PDMに基づく、プロジェクトの上位目標、プロジェクト目標、成果（アウトプット）及び活動は以下のとおりである。レビューにあたっては、2014年10月に改訂されたPDM（Version 3）が使用された。

上位目標（協力終了後3～5年後を目処とした目標）

- 【目標】 サバ州が生物多様性保全と持続可能な開発のアジアにおける知的拠点（Asia Center of Excellence）として国内的・国際的に知られる。
- 【指標】 1. 5年以内に、少なくとも20名の研究者が生物多様性保全と持続可能な開発の研究のためにサバ州を訪問する。  
2. 5年以内に、少なくとも5つのメディアが生物多様性保全と持続可能な開発の報道のためにサバ州を訪問する。  
3. 5年以内に、生物多様性保全と持続可能な開発に関するサバ州の経験・取り組みに係る論文が、少なくとも5編国際専門誌に掲載される。  
4. マレーシア政府が作成する愛知目標の達成に関する報告書にサバ州の貢献が目に見える形で記載される。

プロジェクト目標（プロジェクト終了時の目標）

- 【目標】 サバ州生物多様性戦略の実施を通じて持続可能な開発が推進される。
- 【指標】 1. SBSに記載されているAdvising and Monitoring Panelが機能しはじめる。  
2. SBSに記載されている計画目標が達成される。  
3. SBS実施の進捗がサバ生物多様性評議会やその他の重要な意思決定機関で定期的に共有され協議される。

アウトプット及び活動

本プロジェクトでは2つのアウトプットの達成によりプロジェクト目標の達成を図る。また、それらアウトプットの達成に必要な活動を行う。

アウトプット1：事業サイトにおいて自然共生社会の実現に関する能力が向上する。

【活動】

- 1-1) LKSWのための年間活動計画（APO）の作成と、クロッカー山脈生物圏保存地域（CRBR）の管理計画とAPOの策定支援とそれらの実施モニタリングを支援する。
- 1-2) LKSWにおいてJICAが支援するすべてのグリーン技術・自然保全関連事業<sup>1</sup>の間の協議をカウンターパート（C/P）機関とその他の利害関係者を継続的に関与

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<sup>1</sup> 対象事業は、1) 地球規模課題対応国際科学技術協力プログラム「生物多様性保全のためのパーム油産業によるグリーン経済の推進プロジェクト」（九州工業大学、マレーシア・プトラ大学、サバ大学による実施）、2) JICA パートナーシッププログラム「サバ州における生物多様性保全のための地域主体型地域おこしプロジェクト」（酪農学園大学による実施）、3) JICA パートナーシッププログラム「山仙式平窯炭化法によるバイオマス炭化技術研修事業」（福岡県八女市による実施）

- させながら促進し、会議を議事進行し、知見共有を定期的に行う。
- 1-3) 管理計画実施の資源調達のために他のプログラムやドナー機関と連携し、ラムサールネットワークや SATOYAMA イニシアティブ、生物多様性条約締約国会議 (CBD-COP)、国際研究ネットワークなどの国際枠組みと調整する。
  - 1-4) 生計向上推進と貧困対策のために、連邦政府、州政府、地方自治体、国際枠組みの技術的・資金的リソースを関係機関が動員する支援を行う。
  - 1-5) 地方自治体や非政府組織 (NGO)、関係機関との協働により、農業改善や持続的土地利用、エコツーリズム、マーケティングへの民間企業参加などを通じ、コミュニティ・ベースの保全のための生計向上パイロット事業を実施する。
  - 1-6) パイロットを通じた生計向上とコミュニティ・ベースの保全の過程を記録し、マニュアルやガイドラインを作成し、情報発信する。
  - 1-7) 大規模開発事業が既存の規制を遵守するよう、関連機関を支援する。
  - 1-8) 生計向上と保全に関して、地元コミュニティや地方自治体、NGO、関係機関に対する能力向上活動を実施する。
  - 1-9) C/P 機関などが実施する環境教育活動を支援し、環境教育政策 (SEEP) の実施のモニタリングを支援する。
  - 1-10) 保全と環境にやさしい経済活動のための規制や法執行に係る河川行政の枠組み改善のための提言を行う。

#### 【指標】

- 1-1) LKSW の年次活動計画と CRBR の管理計画及び年次活動計画が作成され、実施・モニタリングされる。
- 1-2) LKSWにおけるすべての JICA 支援事業の間の定期協議で重要課題が善処される。
- 1-3) パイロットサイトの地元受益者のうち少なくとも 80%が能力向上活動に満足する。
- 1-4) 少なくとも 2つの代替生計活動がパイロットサイトで特定され、地元受益者によって実施される。
- 1-5) 保全に関する環境教育の受益者の意識レベルが向上する。

アウトプット 2：サバ州の経験が生物多様性保全と持続可能な開発のために国内的・国際的に共有される。

#### 【活動】

- 2-1) サバ州の経験を資料や文献に取りまとめ、サバ州の経験を強固にし、必要に応じて追加研究を実施する。
- 2-2) 生物多様性のための持続的資金調達メカニズムの可能性に関する研究〔生態系サービスへの支払い (PES) や生物多様性を考慮した会計システム、持続可能な開発のためのインセンティブや税制の合理化、開発途上国における森林減少・劣化等に由来する排出の削減等 (REDD+)、企業の社会的責任 (CSR)、野生生物局基金の強化など〕を実施する。
- 2-3) 第三国研修の設計、実施、モニタリング、評価の実施と、開発される研修モジュールや標準的モニタリング枠組みを連邦及びサバ州の関係機関と共有する。

- 2-4) 第三国研修修了者を支援する。
- 2-5) サバ州の経験を共有するために、関係連邦政府機関〔天然資源環境省（NRE）、環境研究所、森林研究所（FRIM）、生物多様性研究所など〕との連携による国内・国際会議・シンポジウム・セミナー・研修コース・その他の知見共有活動への参加と招致を行う。
- 2-6) サバ州生物多様性戦略（SBS）の国家生物多様性戦略への統合を支援する。
- 2-7) 関係機関による積極的な広報とメディア戦略を支援する。

**【指標】**

- 2-1) サバ州の経験に関する少なくとも5つの資料が作成される。
- 2-2) 少なくとも4回の国内セミナー・ワークショップ・会議が実施される。
- 2-3) C/P機関が少なくとも2つの国際セミナー、ワークショップ、会議に参加する。
- 2-4) 少なくとも50名の参加者が、プロジェクトが支援する第三国研修に参加して知見共有活動を行う。
- 2-5) 少なくとも90%の参加者が第三国研修に満足する。
- 2-6) 生物多様性に関する国内的・国際的ネットワークがサバ州との間に構築される。
- 2-7) 2014年までに作成される予定のマレーシア国家生物多様性戦略にSBSのアイデアが取り込まれる。

## 第3章 プロジェクトの実績

本プロジェクトの開始から中間レビュー調査時点までの実績は、以下のとおりである。

### 3-1 投入実績

日本側、マレーシア側からの投入は、おおむね計画どおり行われている。両者の現時点までの投入実績の概要を以下に示す（各項目の詳細は、付属資料にある英文の中間レビューレポートの添付資料を参照）。

#### 3-1-1 日本側投入

項目	実績
運営指導調査団	以下の担当分野の団員を含む運営指導調査団 6 回（延べ 11 名） - CRBR 管理 - 里山技術 - コミュニティ開発 - 持続可能なリーダーシップ
専門家派遣	以下の担当分野の長期専門家 2 名 - チーフアドバイザー - 業務調整
研修員受入	計 36 名（2013 年度 16 名、2014 年度 18 名、2015 年度 2 名、2015 年 4 月時点）
機材供与	計約 685 千円（コンピュータ、GPS、土壌分析装置）
ローカルコスト負担	計約 278,617 ドル（2015 年 4 月時点）

#### 3-1-2 マレーシア側投入

項目	実績
C/P 配置	以下の C/P - プロジェクトダイレクター（サバ州官房長官）1 名 - 副プロジェクトダイレクター（サバ大学副学長）1 名 - プロジェクトマネージャー（NRO 長官）1 名 - C/P 人員（サバ州政府機関関係者）約 15 名
施設提供	NRO 内にあるプロジェクト事務所及び必要設備
ローカルコスト負担	計約 2,173 ドル（C/P の人件費を除く、2015 年 6 月時点）

### 3-2 活動実績

PDM 及び PO におけるプロジェクト活動のうち、特にアウトプット 1 に係る活動に遅れが生じており、サバ州政府関係機関間の連携・調整不足により LKSW の管理計画の年次活動計画の作成及び実施が遅延し、CRBR の管理計画の作成も予定より遅延している。また、SBS



の閣議承認が遅れたことにより SBS の実施体制の構築も現在進行中の状態であり、LKSW 地域の治安悪化により同地域での活動実施が制限されている。

### 3-3 成果（アウトプット）の達成状況

中間レビュー時点でプロジェクトの各アウトプットがどの程度達成されているかについて、主に各アウトプットに設定された指標の結果からその達成状況を判断する。

各アウトプットにおける指標と現時点での結果を以下に示す。

アウトプット1：事業サイトにおいて自然共生社会の実現に関する能力が向上する。

指標	現時点での結果
1-1 LKSW の年次活動計画と CRBR の管理計画及び年次活動計画が作成され、実施・モニタリングされる。	<ul style="list-style-type: none"> <li>- LKSW の管理計画（LKSW 地域のコアエリア、バッファゾーンを含む全体の管理計画）の年次活動計画は作成されておらず、実施及びモニタリングには至っていない。一方、コアエリアにおける年次活動計画は、同地域を所管する森林局によって毎年作成され、活動が実施・モニタリングされている。</li> <li>- CRBR の管理計画（CRBR 地域のコアエリア、バッファゾーン、トランジションエリアを含む全体の管理計画）は現在策定中であり、年次活動計画の作成、実施及びモニタリングには至っていない。</li> </ul>
1-2 LKSW におけるすべての JICA 支援事業の間の定期協議で重要課題が善処される。	<ul style="list-style-type: none"> <li>- 本プロジェクトと LKSW 地域で実施されている JICA 支援事業のうち「生物多様性保全のためのパーム油産業によるグリーン経済の推進プロジェクト」「サバ州における生物多様性保全のための地域主体型地域おこしプロジェクト」との間で情報共有がなされ、各事業の実施によって相乗効果を生み出すことが目指されている。しかしながら、これらの支援事業は LKSW 地域を含むサバ州東部の治安悪化により活動の制限や活動拠点の移動を余儀なくされている。</li> </ul>
1-3 パイロットサイトの地元受益者のうち少なくとも 80%が能力向上活動に満足する。	<ul style="list-style-type: none"> <li>- CRBR 地域に位置している 8 つの郡のうちの一つである Tuaran 郡にある Tudan 村が、パイロットサイトの一つとして選定された。</li> <li>- Tudan 村に住むほぼすべての住民（約 300 人）がプロジェクトによる能力向上活動に参加しており、これらの活動には参加型農村調査、参加型による村の 3D モデル作成、養蜂技術研修、マルベリー調理研修等が含まれる。Tudan 村のコミュニティ・リーダー及びサバ州政府関係機関へのインタビュー結果によると、Tudan 村の住民はこれらの活動に非常に満足しているとのことである（量的なデータは収集されていない）。</li> </ul>
1-4 少なくとも 2 つの代替生計活動がパイロットサイトで特定され、地元受益者によって実施される。	<ul style="list-style-type: none"> <li>- Tudan 村でのパイロット活動の一環で、養蜂とマルベリー栽培が代替生計手段として導入された。これらは有機農法により栽培されているため、生計向上だけでなく周辺環境への配慮も行われている。住民はハチミツ、マルベリーの実やそれによって作ったジャムやワインといった製品を</li> </ul>

指標	現時点での結果
	<p>作っており、今後地元の市場に販売することを計画している。</p> <ul style="list-style-type: none"> <li>- 二番目のパイロットサイトとして CRBR 地域にある Tambunan 郡の Sintuong Tuong 村と Kiporing 村が選定され、今後 Tudan 村とは別の代替生計活動が実施される予定。</li> </ul>
<p>1-5 保全に関する環境教育の受益者の意識レベルが向上する。</p>	<ul style="list-style-type: none"> <li>- LKSW、CRBR の両地域においてさまざまな環境教育活動が実施されており、地域住民の環境意識向上の例が報告されているが、意識レベルに関しての量的データは収集されていない。2015 年 8 月に派遣される短期専門家が意識レベルに関するデータの収集方法について指導することになっている。</li> <li>- LKSW 地域では、森林局傘下の熱帯雨林ディスカバリーセンター（Rainforest Discovery Center）の主導により環境教育活動が実施されており、地元住民における意識変革に関する好事例が報告されている。</li> <li>- CRBR 地域では、公園局及び他の機関により河川環境教育プログラム（River Environmental Education Programe : REEP）が実施されており、地元住民における意識向上に関する好事例が報告されている。例えば、Tudan 村での REEP の実施により、農産物への化学肥料の使用を見直す機会を提供している。</li> </ul>

上記の指標結果から判断すると、中間レビュー時点におけるアウトプット1の達成状況はやや低い。指標 1-1 に関し、LKSW の年次活動計画は作成されておらず、CRBR の管理計画も現在作成中であり、両管理計画の実施・モニタリングには至っていない。加えて、指標 1-2 に関しても、LKSW 地域における JICA 支援事業が治安悪化により活動の制限を余儀なくされており、今後の活動実施が不透明な状況である。

一方、指標 1-3、1-4 に関し、パイロットサイトでの代替生計活動は順調に実施されており、近い将来、プロジェクトにより導入された代替生計手段によって、Tudan 村の住民に収入創出の効果が出るのが期待される。さらに、指標 1-5 に関し、環境教育活動も LKSW 地域では熱帯雨林ディスカバリーセンターの主導、CRBR 地域では公園局の主導により順調に実施されており、両地域の住民の環境に対する意識が向上している例がいくつか報告されている。

アウトプット2：サバ州の経験が生物多様性保全と持続可能な開発のために国内的・国際的に共有される。

指標	現時点での結果
2-1 サバ州の経験に関する少なくとも5つの資料が作成される。	<ul style="list-style-type: none"> <li>- これまでに以下の資料がサバ州の経験に基づき作成された<sup>2</sup>。</li> <li>1) Practices and Lessons on Collaborative Resources Management in Sabah, Malaysia – Case Study of Ulu Senagang – Mongool Baru Village</li> <li>2) Integrated Management of Protected Area and Surrounding Areas – Case Study from Sabah, Malaysia</li> <li>3) Ten Years Sabah-JICA Technical Cooperation in Sabah, Malaysia</li> <li>4) Local Community Participation in Ecotourism and Management of Wildlife Sanctuary in Sabah</li> <li>5) Sabah Bio-cultural Community Protocol</li> <li>6) Sabah’s experience and practice for sustainable development and conservation, Sabah Case Study, Tagal and JICA-SDBEC</li> </ul>
2-2 少なくとも4回の国内セミナー・ワークショップ・会議が実施される。	<ul style="list-style-type: none"> <li>- 2014年にコタキナバルにおいて「湿地保全・管理に関する国際シンポジウム (International Symposium on Conservation and Management of Wetlands)」がサバ湿地保全協会 (Sabah Wetlands Conservation Society) との共同開催で実施された。</li> </ul>
2-3 C/P 機関が少なくとも2つの国際セミナー・ワークショップ・会議に参加する。	<ul style="list-style-type: none"> <li>- C/P 機関の関係者が以下の国際会議に参加した。</li> <li>1) 2013年11月に日本で開催されたアジア公園会議 (Asia Park Congress)</li> <li>2) 2014年11月にオーストラリアで開催された世界公園会議 (World Park Congress)</li> <li>3) 2014年10月に韓国で開催された SATOYAMA イニシアティブのための国際パートナーシップ会議 (International Partnership for the Satoyama Initiative : IPSI)</li> </ul>
2-4 少なくとも50名の参加者が、プロジェクトが支援する第三国研修に参加して知見共有活動を行う。	<ul style="list-style-type: none"> <li>- 現在までに32名 (2013年13名、2014年19名) のアジア・アフリカ諸国からの研修員が第三国研修に参加し、研修中、参加者同士で自国の経験や知見について共有した。</li> </ul>
2-5 少なくとも90%の参加者が第三国研修に満足する。	<ul style="list-style-type: none"> <li>- 第三国研修の参加者に対して行われたアンケート結果によると、92～95%の参加者が研修について満足したと回答した。</li> </ul>
2-6 生物多様性に関する国内的・国際的ネットワークがサバ州との間に構築される。	<ul style="list-style-type: none"> <li>- 天然資源庁は、IPSI のマレーシアの最初のメンバーとなった。</li> <li>- 国内におけるネットワーク構築のため、マレーシアの半島部及びサラワク州におけるラムサール登録サイトへの視察を行い、視察結果を連邦政府 (天然資源・環境省) と共</li> </ul>

<sup>2</sup> 1)～5)は第一回アジア国立公園会議、6)は IPSI での発表資料。

指標	現時点での結果
	<p>有した。さらに、マレーシアにおけるラムサールネットワークの構築について、2014年の「湿地保全・管理に関する国際シンポジウム」（於コタキナバル）の場で協議された。しかしながら、省の人員不足により省主導による動きは現在のところみられていない。</p> <ul style="list-style-type: none"> <li>- 森林局が日本とのラムサールネットワークの構築に向けて動いている。</li> </ul>
2-7 2014年までに作成される予定のマレーシア生物多様性国家戦略にSBSのアイデアが取り込まれる。	<ul style="list-style-type: none"> <li>- 生物多様性国家戦略は現時点においてまだ改訂中であるが、同戦略の作成チームに対し、天然資源庁がワークショップ等を通してSBSの情報提供を行った。</li> </ul>

上記の指標結果から判断すると、アウトプット2に係る各指標の達成レベルは順調であり、中間レビュー時点におけるアウトプット2の達成状況は順調で、終了までの達成が見込まれる。指標2-1、2-3は中間レビュー時点で既に達成しており、サバ州の経験に関する資料作成数や国際セミナー・ワークショップ・会議への参加数は、それぞれ目標値を達成している。指標2-4、2-5に関し、第三国研修はITBC-UMSとNROの主導により順調に実施されており、参加者からの満足度も高い。指標2-6に関し、生物多様性に関する国内的・国際的ネットワークを構築する試みがなされており、指標2-7に関しても国家生物多様性戦略の作成プロセスにプロジェクトから適宜インプットがなされている。

### 3-4 プロジェクト目標の達成見込み

プロジェクト目標の達成見込みについても、アウトプットの達成状況と同様、主にプロジェクト目標に設定された指標の結果からその達成見込みを判断する。

プロジェクト目標における指標と現時点での結果を以下に示す。

プロジェクト目標：(SBSの実施を通じて) 持続可能な開発が推進される。

指標	現時点での結果
1. SBSに記載されているAdvising and Monitoring Panelが機能しはじめる。	<ul style="list-style-type: none"> <li>- SBSの閣議承認が遅れたことにより、Advising and Monitoring Panelはまだ設立されていない。</li> <li>- 2015年8月にSBSの正式承認のセレモニーの開催が予定されており、ワーキンググループの会合も今後定期的に行われる予定。</li> </ul>
2. SBSに記載されている計画目標が達成される。	<ul style="list-style-type: none"> <li>- 「SBSに記載されている計画目標」について、どの目標がプロジェクトによりどの程度達成されるべきかが本プロジェクトの詳細計画策定時及びその後のPSCにおいて設定されていなかったため、中間レビュー調査において計画目標の達成レベルを測定することはできなかった。</li> </ul>
3. SBS実施の進捗がサバ生物多様性評議会やその他の重要な意思決定	<ul style="list-style-type: none"> <li>- SBSの閣議承認後、サバ生物多様性評議会の会合が開催され、評議会メンバーはSBSの実施体制構築について協議している。</li> </ul>

指標	現時点での結果
機関で定期的に共有され協議される。	

上記の指標結果から判断すると、プロジェクト目標に係る各指標の達成レベルはいずれも低く、中間レビュー時点におけるプロジェクト目標の達成レベルは低い。これは、SBS の閣議承認が当初の予定より大幅に遅れたことが大きな原因といえる。SBS は 2012 年から 2022 年を対象期間とした 10 年戦略であり、プロジェクトによって SBS の実施を支援するためには開始前に閣議承認されていることがプロジェクトの一つの前提条件となっているはずであるが、実際にはプロジェクトが開始してから 1 年 2 カ月後の 2014 年 12 月に承認され、中間レビュー時点では SBS の実施体制の構築についての本格的な協議が始まったところである。よって、上記のとおり指標結果を基に判断すると、プロジェクト期間の残り 2 年間でプロジェクト目標を達成することは困難であることが見込まれる。

しかしながら、現行の指標結果を基に判断すると、終了までのプロジェクト目標の達成は困難であるが、現行の指標はプロジェクト目標の達成を判断するための指標としては必ずしも適切ではないといえる。まず、プロジェクト目標自体が「持続可能な開発が推進される」と内容があいまいであるのに対し、現行の 3 つの指標はどれも SBS の実施やモニタリングに関しての内容に限定されており、同目標を測る指標として適切ではない。さらに、アウトプット 1、2 は SBS についての直接的な言及がなく、3 つの指標内容はアウトプット 1、2 と直接関連していないため、たとえアウトプット 1、2 を達成したとしてもこれらの指標達成には結びつかない。本来、プロジェクト目標はアウトプット 1、2 の達成を通じて達成するものであるが、現行の指標ではプロジェクト目標とアウトプット間の因果関係が明確になっていない。よって、現行の指標は改訂する必要がある、プロジェクト目標自体もより明確な内容に修正することが望ましい。

本プロジェクトでは前半の 2 年間において、SBS に記載されている活動計画の実施に関し、次期マレーシア計画下での SBS 活動の予算申請や欧州連合 (European Union : EU) の REDD+ による二酸化炭素オフセットに向けた活動の実施、国連開発計画 (United Nations Development Programme : UNDP) の地球環境ファシリティ (Global Environmental Facility : GEF) プロジェクトの実施等の進捗が確認されており、これらの進捗も踏まえた適切な指標を設定してそれらを基に判断すれば、終了までにプロジェクト目標を達成することも見込まれる。したがって、現行 PDM のプロジェクト目標及びその指標はより適切な内容に見直す必要がある。

### 3-5 実施プロセスにおける特記事項

#### 3-5-1 プロジェクトの実施体制

本プロジェクトの実施機関は多岐にわたり、主要機関はサバ州政府機関及び ITBC-UMS であるが、サバ州政府機関には NRO、SaBC、公園局、森林局、野生生物局、灌漑排水局、環境保護局、農業局、観光局、土地測量局、水産局等の各機関が含まれる。

プロジェクトの実施体制は、プロジェクト運営委員会 (Project Steering Committee : PSC) 及びプロジェクト管理委員会 (Project Management Committee : PMC) により構成されている。PSC では、議長をプロジェクトダイレクターであるサバ州官房長官、副議長を副プロ

プロジェクトダイレクターであるサバ大学副学長、書記をプロジェクトマネージャーである NRO 長官が務め、メンバーは上記のサバ州政府各機関の局長クラスにより構成されている。PMC では、議長をプロジェクトマネージャーである NRO 長官、事務局を SaBC が務め、メンバーは上記のサバ州政府各機関の実務者レベル、ITBC-UMS、パイロットサイトの郡事務所により構成されている。これまでに PSC 会議は 2 回（年に 1 回）、PMC 会議は 7 回（3 カ月ごと）、計画どおり開催され、プロジェクトに係る進捗状況や課題等が委員会メンバーの間で適宜共有され、話し合われている。

プロジェクトの主な活動のうち、上記の実施機関の中でどの機関が主要担当機関として関与しているかについて、以下に整理する。

主な活動	主要担当機関
SBS の実施に係る国際・国内の関係機関の調整	NRO 注：当初は NRO に加えて SaBC も SBS の全体統括役に含まれていたが、2014 年 12 月の SBS の閣議承認の際に、同役割は NRO のみが担当することに変更された。
LKSW 管理計画及び CRBR 管理計画の実施に係る関係機関の調整	NRO 注：当初は SaBC が LKSW 管理計画の全体統括役であったが、2015 年 5 月に開催された生物多様性評議会の会合の際に、同役割は NRO が担当することに変更された。
LKSW 地域のコアゾーンにおける活動の実施・管理（環境教育活動を含む）	森林局
LKSW 地域のバッファゾーンにおける活動の実施・管理、関係機関の調整	NRO
CRBR 地域のコアゾーンにおける活動の実施・管理（環境教育活動を含む）	公園局
CRBR 地域のバッファゾーン、トランジションゾーンにおける活動の実施・管理、関係機関の調整	NRO
パイロット活動	農業局
情報発信・知見共有活動	ITBC-UMS

### 3-5-2 効果の発現を阻害した要因

本プロジェクトの前半期間、活動を阻害する事項がいくつか発生し、これらの阻害事項はプロジェクト活動の遅延・制限やアウトプット 1 のやや低い達成状況の原因となった。例えば、アウトプット達成における外部条件 4 つのうち、「SBS が関係当局に承認される」「CRBR の MAB 最終申請書がユネスコに承認される」「適切な C/P が政府によって任命され、会合や事業活動に定期的に派遣される」の 3 つが実際にプロジェクト活動の進捗にマイナスの影響を与えた。さらに、プロジェクト目標達成における外部条件「JICA が支援する関連事業が計画通りに実施される」も実際に影響している。これらの外部条件の影響を含むプロジェクトの阻害要因を以下に挙げる。

(1) SBS の閣議承認の遅延及び連邦政府による CRBR のユネスコ MAB 登録申請の遅延

上述のとおり、SBS の閣議承認は当初の計画より遅れ、SBS は 2012 年から実施される計画であったが、実際に承認されたのは 2014 年 12 月であった。SBS に記載されている活動計画は閣議承認の前に一部実施されているものもあるが、閣議承認時に、SBS の実施体制の変更がなされていた。CRBR 地域のユネスコ MAB 登録についても、申請・審査手続きにおける連邦政府による返答に遅れが生じたため、正式に登録されたのが 2014 年 6 月となり、その影響もあって CRBR の管理計画の策定作業が遅延することとなった。

(2) LKSW 地域における治安悪化

プロジェクトの開始前後、LKSW 地域を含むサバ州東部における治安が急激に悪化し、同地域で実施されている JICA の支援事業は活動拠点の移動を余儀なくされ、本プロジェクトの専門家及びローカルスタッフは現在、同地域への渡航が制限されている。

(3) サバ州政府関係機関の生物多様性・生態系保全関連活動の実施に係る調整機能不全

上記（3-5-1）のプロジェクトの主な活動と主要担当機関の表で示されているように、プロジェクト開始当初、SaBC が SBS の全体統括や LKSW の管理計画の調整機能を果たすことが想定されていた。しかしながら、サバ生物多様性条例 2000 上の SaBC の所掌に関係機関の調整業務は含まれておらず、実質的には NRO が関係機関の調整業務を行っていた。したがって、プロジェクトの R/D や SBS、LKSW 管理計画等に記載されている各々の実施体制と実際の実施状況には齟齬が生じており、責任の所在が曖昧な状態になっていた。加えて、NRO ではこれらの調整業務を実質 1 名の職員が担当しており、絶対的な人員不足により LKSW 管理計画の年間活動計画の作成が滞る等、プロジェクトの各種活動が遅延する原因となっていた。

上記の表のとおり、2014 年 12 月の SBS 閣議承認時に SBS の実施に係る関係機関の調整役は NRO が担当すること、また 2015 年 5 月に開催された生物多様性評議会の会合において LKSW 管理計画の実施に係る関係機関の調整業務も NRO が担当することが正式決定したため、今後は NRO 主導の下、各種調整業務が順調に図られていくことが期待される。ただし、現在の NRO の担当人員数ではこれらすべての業務をこなすことは困難であり、今後の活動の円滑な実施のためには、NRO の担当人員数を強化することが不可欠である。

以上のように、本プロジェクトではプロジェクト期間前半に予期しない阻害事項をいくつか経験したが、上述のとおり、LKSW 地域における治安悪化以外の阻害事項は中間レビュー調査の前に一定の解決がなされたため、残りの後半期間においてはプロジェクトの実施環境は改善することが見込まれる。

## 第4章 評価5項目による評価結果

### 4-1 妥当性

本プロジェクトの妥当性は、以下の理由から「やや高い」といえる。

#### (1) マレーシアの国家開発計画・生物多様性関連政策との整合性

本プロジェクトは、マレーシアの国家開発計画、サバ州の開発計画及び生物多様性・生態系保全に関連した政策に合致している。

マレーシアの現在の国家開発計画である「第10次マレーシア計画（10th Malaysia Plan）」（2011年～2015年）において、10の主要事項の一つに「環境資源（Environmental Endowments）の価値化」が位置づけられ、同計画では国家を高所得経済へ転換するための「5つの推進力（Drivers）」が特定されており、その一つが「生活の質を向上する環境づくり」となっている。またこの推進力の下、「7つの主題（Focuses）」が掲げられており、その一つが「現存する資源の賢明な管理と保全を通じて現代のマレーシア人が将来のマレーシア人に対して責任を果たすことを保障する」であり、その活動のための予算措置がとられている。

さらに、サバ州の開発計画である「サバ州開発及び発展の指針（Direction of Sabah State Development and Advancement）」では、6つのアジェンダ・柱が示され、その1つである「経済アジェンダ」において「ゾーニング」の概念が導入されており、経済開発を達成しながらも、健全な生態系を支える自然資源保全のために特定の地域を保存することが示されている。この指針に則ってSBSや「サバ州環境教育政策（Sabah Environmental Education Policy）」等を含む各種の生物多様性・生態系保全に関する政策やプログラムが打ち出されている。また、現在作成中の「サバ州の戦略的長期行動計画（Sabah's Strategic Long Term Action Plan）」（2016年～2035年）の最終ドラフトにおいて、サバ州の開発を経済、社会、環境面から推進すること及びSBSが同計画の実施ツールの一つとして位置づけられていることが明記されている。

#### (2) サバ州政府のニーズとの整合性

上記の計画・政策の下、サバ州政府は生物多様性・生態系保全と利用に関する包括的政策としてSBSの策定を図り、BBECフェーズ2においてその策定を支援した。しかしながら、州政府はSBSを適切に実施・モニタリングするための能力強化を必要としており、本プロジェクトは州政府関係機関の調整実施能力強化を通してSBSの実施に貢献することを目指している。よって、本プロジェクトはサバ州政府のニーズを満たしている。

#### (3) 日本の対マレーシア援助政策との整合性

本プロジェクトは、日本の対マレーシア援助政策にも合致している。

「対マレーシア国別援助方針」（2012年4月策定）及び「対マレーシア事業展開計画」（2014年4月策定）において、援助の基本方針として「協力パートナーとしての関係構築」「東アジアの地域協力の推進」が掲げられており、重点分野の一つとして「先進国入りに向けた均衡のとれた発展の支援」が挙げられている。マレーシアが2020年を目標に先進国入りを



目指していることを踏まえ、行政能力向上、産業人材育成を含む高等教育、インフラストラクチャー整備、エネルギー等、更なる経済成長に資する支援、及び環境保全、社会的弱者支援等、社会の安定に資する支援を官民連携の観点も考慮しつつ実施し、これらにより相互利益の増進を通じて、マレーシアの発展が地域のモデルとなるような協力を行うことが明記されている。本プロジェクトはこの方針に沿っている。

#### (4) プロジェクトのデザインの妥当性

第3章「3-4 プロジェクト目標の達成見込み」でも述べたように、本プロジェクトのPDMは見直しが必要である（次項の有効性において詳述）。

### 4-2 有効性

本プロジェクトの有効性は、以下の理由から「低い」と見込まれる。

第3章「3-4 プロジェクト目標の達成見込み」で述べたように、中間レビュー時点におけるプロジェクト目標の達成レベルは低く、現行の指標結果を基に判断すると、終了までにプロジェクト目標を達成することは困難であることが予想され、有効性は低いと見込まれる。しかしながら、現行の3つの設定指標はプロジェクト目標の達成を判断するための指標として必ずしも適切でなく、プロジェクト目標自体が「持続可能な開発が推進される」と内容があいまいであるのに対し、3つの指標はどれもSBSの実施やモニタリングに関しての内容に限定されており、同目標を測る指標として適当ではない。さらに、アウトプット1、2はSBSについての直接的な言及がなく、3つの指標の内容はアウトプット1、2に直接関連していないため、たとえアウトプット1、2を達成したとしてもプロジェクト目標の指標達成には結びつかない。本来、プロジェクト目標はアウトプットの達成を通じて達成するものであるが、現行の指標ではプロジェクト目標とアウトプット間の因果関係が明確になっていない。よって、現行の指標は改訂する必要がある、プロジェクト目標自体もより明確な内容に修正することが望ましい。

本プロジェクトでは前半期間に確実な活動の進捗がみられており、これらの進捗も踏まえた適切な指標を設定の上判断すれば、終了までにプロジェクト目標が達成されることも見込まれる。したがって、現行PDMのプロジェクト目標及びその指標はより適切な内容に見直す必要がある。プロジェクトの有効性も、今後改訂されたPDMを基に判断することが必要である。

### 4-3 効率性

本プロジェクトの効率性は、以下の理由から「中程度」といえる。

第3章「3-1 投入実績」で述べたように、本プロジェクトでは日本側・マレーシア側双方からおおむね計画どおりに投入がなされ、「3-2 活動実績」で述べたように、活動は一部遅延しているものも含まれるが、本中間レビュー調査における専門家及びマレーシア側C/Pへの質問票及びインタビュー結果によると、投入された各要素は活動の実施に十分活用されていることが確認された。しかしながら同時に、投入の量と質において、日本側・マレーシア側にそれぞれ検討・改善すべき点があることも指摘された。

投入の質に関しては、長期専門家の担当分野において、マレーシア側からは、BBECフェ

ーズ1と2同様、環境教育や生計向上等の特定の技術分野の専門家派遣を望む声が挙げられた。本プロジェクトはもともと JICA の小規模案件として専門家の派遣は最小限に抑えるよう計画されたため、長期専門家はチーフアドバイザーと業務調整のみに限定されていた。だが、マレーシア側からの要望への対応として、プロジェクト後半から新しく赴任する業務調整の専門家が環境教育も兼任することになった。

投入の量に関しては、第3章「3-5 実施プロセスにおける特記事項」でも述べたように、プロジェクトの前半期間において、SaBC がプロジェクト活動の LKSW 管理計画の調整業務等に関わらなかったことから、活動の実施に支障が出ていた。今後はこれらの調整業務を NRO が担当することとなっているが、担当者が実質1人であるため、NRO におけるプロジェクト担当者の人員増が喫緊の課題となっている。

#### 4-4 インパクト

本プロジェクトのインパクトは、以下の理由から「中程度」と見込まれる。

本プロジェクトの上位目標である「サバ州が生物多様性保全と持続可能な開発のアジアにおける知的拠点 (Asian Centre of Excellence) として国内的・国際的に知られる」の達成見込みに関し、上位目標の指標データは現時点で収集するのが困難であり、中間レビュー時点で予測をするのは難しい。だが、PDM 改訂後のアウトプット及びプロジェクト目標の達成が、将来的な上位目標の達成に貢献することは大いに見込まれる。

本プロジェクトでは期間中または終了後にいくつかの正のインパクトが発現することが期待されるが、その一つは、CRBR 地域においてパイロット活動の成果が他の村にも広がることである。パイロットサイトの Tudan 村がある Tuaran 郡の郡事務局長は、パイロット活動として行われている生計向上活動の成果を郡の貧困削減プログラムのモデルとして活用することを目指している。同郡では長年、同プログラムを実施してきたが、これまで成功事例がほとんどなかったため、Tudan 村で期待される成果を他の村にも展開していくことを期待している。

一方、環境や社会配慮面など、本プロジェクトによる負の影響についてはこれまで報告されておらず、今後もプロジェクトによるマイナスのインパクトが生じることは考えにくい。

#### 4-5 持続性

本プロジェクトの持続性は、以下の理由から「中程度」と見込まれる。

##### (1) 政策・制度面

SBS は正式に閣議承認されたため、サバ州政府は今後、州における生物多様性・生態系保全の推進を SBS に基づいて実施していくことが求められており、近いうちに SBS の実施体制が構築されることが見込まれる。

##### (2) 組織・体制面

当初、SBS の調整機能を担う主要機関として SaBC が SBS の事務局になっていたが、2014年12月の閣議承認の際、同担当は NRO が担うことに変更された。しかしながら、NRO で実際にこれらの業務を担う人員は非常に限られている。また、NRO は SBS の調整業務に加

え、LKSW 管理計画及び CRBR 管理計画の実施においても全体調整及びバッファゾーンでの主要調整機関としての役割を担っている。現在の NRO がこれらの業務を果たす組織能力は十分でなく、特に人員の数において強化を図ることが必要である。LKSW 管理計画及び CRBR 管理計画のコアゾーンにおける活動は、それぞれを担当する森林局及び公園局の裁量により引き続き実施される。

### (3) 財務面

SBS の閣議承認は遅れたものの、SBS に計画されている活動実施のための予算請求はサバ州政府各機関により行われており、次期「第 11 次マレーシア計画」の下、連邦政府及び州政府への予算申請書が実際に提出されている。関係機関は引き続き SBS の活動実施のための資金獲得に向け、CSR や PES、国際機関からも資金を得るよう努力することが必要である。また、各機関の通常予算を SBS の実施に優先的に使う工夫も望まれる。

### (4) 技術面

NRO は SBS、LKSW 管理計画、CRBR 管理計画の実施に係る各種調整業務を担うため、これらの果たすべき業務を担える有能な人材を増員することによって、更なる組織能力強化を行うことが必要である。他の関係機関は、今後構築されるモニタリング体制の下、これらの戦略・計画の活動を適切に実施・モニタリング・報告する責務を果たすことが必要である。

## 第5章 結論及び提言

### 5-1 結論

本中間レビュー調査における上述の検証の結果、プロジェクトの前半期間に生じた阻害事項により、活動の一部が計画通りに進んでいないことが確認された。プロジェクトのパイロット活動、環境教育活動及び情報発信・知見共有活動については順調な実施が確認されたものの、SBS の閣議承認の遅延やプロジェクトサイトの一つにおける治安悪化等、前半期間に予期しない阻害事項が発生したことにより、それらに関連する活動については遅れが生じている。加えて、現行の PDM には改善すべき点があり、適切な PDM に沿ってプロジェクト目標の達成度や効果を検証する必要がある。阻害事項は中間レビュー調査時点で解決されたものもあるため、プロジェクトの後半期間においては改訂 PDM に沿って順調に活動が進められることが見込まれる。

### 5-2 提言

上記の調査結果に基づき、調査団は以下のとおり提言を行った。

#### (1) PDM の改訂

上述のとおり、現行の PDM (Version 3) は改善すべき点はいくつかある。調査団はアウトプット1、アウトプット2、プロジェクト目標及びそれらの指標、各アウトプットの活動について、プロジェクト目標とアウトプット間の因果関係を明確にし、それぞれの達成を適切に測る指標を設定し、プロジェクト開始後の状況の変化に合わせて活動を見直すことにより、PDM を改訂することを提案する。改訂 PDM 案 (Version 4) は、中間レビューレポートの添付資料に提示されている。

PDM 改訂の主なポイントは、以下のとおりである。

項目	主な改訂内容
上位目標	変更なし
プロジェクト目標	内容が広義であったため、先行案件の BBEC フェーズ2 の上位目標 (2017 年の達成を予定) と整合する表記とした。指標については、アウトプットとの因果関係を示す指標に変更し、SBS の実施支援に係る直接的な指標として、プロジェクト活動を通じた SBS 実施への貢献、及び SBS の実施が適切にモニタリング・報告されることについての指標を設定した。
アウトプット1	プロジェクト目標と同様、内容が曖昧であったため、より明確なものに変更した。LKSW 地域における活動については環境教育活動の推進に重点を置くこととし、SBS のモニタリング体制の確立に関する指標を追加した。
アウトプット2	表現ぶりの修正のみ。
活動	SBS の改訂とモニタリング体制の確立支援に係る活動を追加。その他、プロジェクト開始後の状況の変化や現状を踏まえ、活動項目・内容の整理及び表現ぶりの修正を行った。

## (2) NRO の人員及び予算に係る組織強化

SBS、LKSW 管理計画、CRBR 管理計画の責任機関として、NRO はこれら戦略・計画の実施に係る各種調整業務を担う重要な役割を果たすことが期待されている。現在の NRO の組織体制・能力はこれらの業務を担うのに十分ではないため、組織間、州政府－連邦政府間、州政府－国際機関間の調整業務を行うのに必要な最低 2 名の人員を増員すること、またこれらの役割を果たすのに必要な予算を配賦することが必要である。

## (3) SBS 実施に係る共通のモニタリングフォーマットの作成を含むモニタリング体制の確立

サバ州政府の各関係機関は、今後 SBS の実施状況を適切にモニタリングしていく必要がある。モニタリングを効果的・効率的に実施していくためにも、SBS 実施に係る共通のモニタリングフォーマットを早急に作成し、各関係機関が今後のモニタリング・報告に際し使用することが必要である。

## (4) SaBC のプロジェクトでの位置づけの変更

2013 年 6 月 14 日に締結された本プロジェクトの R/D では、SaBC は PMC の事務局を担うことが記載されているが、SBS の実施体制に係る変更に伴い、PMC 事務局は NRO が担当することに変更する。代わりに、SaBC は PSC、PMC それぞれのメンバーとなることで正式に決定する。

## (5) LKSW 管理計画の実施・モニタリングに係る支援の検討

サバ州東部の治安悪化に伴い、LKSW 管理計画に対するプロジェクトによる支援活動は環境教育活動に重点を置くことで関係者間の合意が図られた。他の支援活動に関しては、ラムサール条約登録湿地において 6 年ごとに更新が必要な「ラムサール情報シート (Ramsar Information Sheet)」の更新支援等が考えられるが、LKSW 管理計画の実施及びモニタリングに関する今後のプロジェクトの具体的な支援内容については、PMC メンバー間での更なる協議が必要である。また、その協議内容を基に、改訂 PDM 案のアウトプット 1 における活動内容を更に修正する必要がある。

### 5-3 教訓

本中間レビュー調査において、以下の教訓を得た。

#### (1) 適切なプロジェクトマネジメントを行うために PDM を柔軟に変更する必要性

本プロジェクトの PDM は中間レビュー調査の前にも変更されたが、変更内容は活動の文言の微修正のみであった。しかしながら、プロジェクト目標が広義なため、プロジェクトで何を目標しているのかが関係者の間で明確に共有されていなかったり、適切な指標設定になっていなかったりと、PDM には改善すべき点が多々あった。プロジェクトを実施する側が目指すべき目標を共有し、その目標に向かって活動を実施し、目標達成に向けて現在どの段階にあるのか等を客観的に把握するためにもプロジェクトマネジメントは PDM

を基に行うべきであり、適切にマネジメントするためにも、基となる PDM に矛盾や改善点があれば、実施関係者によって柔軟に PDM を変更していくことが肝要である。

## (2) プロジェクトの前提条件を吟味した上で開始時期決定の判断を下す必要性

本プロジェクトの目的の一つは、先行案件である BBEC2 で策定支援を行った SBS の実施を支援することであるが、SBS は 2012 年からの実施を計画していたため、2013 年 10 月のプロジェクト開始前には正式に承認されていることがプロジェクトの一つの前提条件であったといえる。しかしながら実際には、開始から 1 年 2 カ月後の 2014 年 12 月に SBS は閣議承認されており、それまで SBS の活動が公的に実施されることはなく、プロジェクトの SBS 実施支援に係る活動が滞る原因となった。

PDM では SBS の承認は前提条件ではなくアウトプット達成における外部条件として位置づけられているが、本来はプロジェクトの前提条件として、SBS が正式に承認されてからプロジェクトを開始した方が当初の目的に向けて無駄なく活動を実施できたと考えられる。このように、前提条件が揃わないうちにプロジェクトを開始すると計画していた活動を実施できないなどの弊害が生じるため、プロジェクトの開始前にあらかじめ整えておくべき前提条件を十分に吟味し、前提条件が揃わなければ開始を延期する等の選択肢も考慮した上で、プロジェクトの開始時期を慎重に決定することが重要であるといえる。

## 付 属 資 料

ミニッツ (M/M) 及び合同評価報告書 (英文)

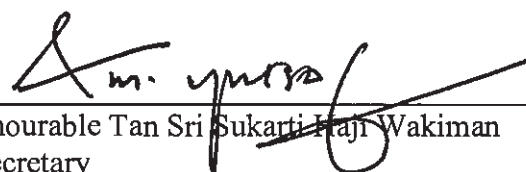
**MINUTES OF MEETINGS  
ON  
THE PROJECT ON SUSTAINABLE DEVELOPMENT  
FOR BIODIVERSITY AND ECOSYSTEMS CONSERVATION IN SABAH  
BETWEEN  
MID-TERM REVIEW TEAM  
AND  
AUTHORITIES CONCERNED OF THE GOVERNMENT OF MALAYSIA**

The Mid-term Review Team (hereinafter referred to as “the Team”) organised by Japan International Cooperation Agency (hereinafter referred to as “JICA”) and headed by Mr. Kei JINNAI, visited Malaysia from 11 to 30 June 2015 for the purpose of conducting a Mid-term Review of “The Project on Sustainable Development for Biodiversity and Ecosystems Conservation in Sabah” (hereinafter referred to as “the Project”).

During its stay in Malaysia, the Team exchanged views and had a series of discussions with the Malaysian authorities concerned in order to jointly evaluate the achievements of the Project.


As a result of the discussions, the Team and Malaysian authorities concerned agreed on the matters referred to in the document attached hereto.

Kota Kinabalu, 30 June 2015

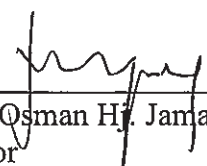
  
His Honourable Tan Sri Sukarti Haji Wakiman  
State Secretary  
The State Government of Sabah



Mr. Kei Jinnai  
Team Leader  
Mid-term Review Team,  
Japan International Cooperation Agency

  
Prof. Dr. Mohd. Harun Abdullah  
Vice Chancellor  
Universiti Malaysia Sabah

Witnessed by

  
Datuk Osman Hj. Jamal  
Director  
State Economic Planning Unit  
Chief Minister’s Department, Sabah



**MID-TERM REVIEW REPORT  
ON  
THE PROJECT  
ON  
SUSTAINABLE DEVELOPMENT FOR BIODIVERSITY AND  
ECOSYSTEMS CONSERVATION IN SABAH  
IN  
MALAYSIA**

**JUNE 2015**

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### ANNEX LIST

- Annex 1: PDM (Version 3)
- Annex 2: PDM (Version 4)
- Annex 3: Plan of Operation (PO)
- Annex 4: Evaluation Grid
- Annex 5: Schedule of Mid-term Review
- Annex 6: Inputs Provided
- Annex 7: Self-Evaluation Sheet by the Project (as of May 20, 2015)

## ABBREVIATIONS

BBEC	Programme for Bornean Biodiversity and Ecosystems Conservation
CEPA	Communication, Education and Public Awareness
CRBR	Croker Range Biosphere Reserve
CSR	Corporate Social Responsibility
IPSI	International Partnership for the Satoyama Initiative
ITBC, UMS	Institute for Tropical Biology and Conservation, University of Malaysia, Sabah
JICA	Japan International Cooperation Agency
LKSW	Lower Kinabatangan and Segama Wetlands
MAB	Man and Biosphere Programme
NRO	Natural Resources Office
ODA	Official Development Assistance
PDM	Project Design Matrix
PES	Payment for Ecosystem Services
PMC	Project Management Committee
PO	Plan of Operation
PSC	Project Steering Committee
REEP	River Environmental Education Programme
SaBC	Sabah Biodiversity Centre
SBS	Sabah Biodiversity Strategy
TCTP	Third Country Training Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation

## 1. INTRODUCTION

### 1.1 Objectives of Mid-term Review

The Objectives of the Mid-term Review are as follows:

- (1) To review the accomplishments of the project in terms of inputs, activities, and outputs;
- (2) To examine the process of project implementation;
- (3) To identify obstacles and/or enabling factors that affect project implementation; and
- (4) To provide recommendations regarding the measures to be taken for the remaining period of the project.

### 1.2 Methodology

#### (1) Framework of the Mid-term Review

The project was evaluated by using the Project Design Matrix (PDM) as a framework of the review. Both quantitative and qualitative data were gathered and utilized for analysis. Data collection methods used for the analysis include: literature review; questionnaires; key informant interviews; and direct observations. The Evaluation Grid for the Mid-term Review is attached as Annex 4.

#### (2) PDM used for the Mid-term Review

The current PDM (Version 3) shown in Annex 1 was used as a basis of evaluation of the Mid-term Review. PDM Version 2 and 3 had minor changes from the original PDM Version 1 with indicating and changing some words in activities.

#### (3) Five Evaluation Criteria

Based on the observations made under the above items, the project is assessed from the viewpoint of Five Evaluation Criteria defined by JICA, which was originally proposed by the Development Assistance Committee of the Organisation for Economic Co-operation and Development shown in the table below.

**Definition of Five Evaluation Criteria**

Relevance	Relevance of the project is reviewed by the validity of the Project Purpose and Overall Goal in connection with the Government development policy and the needs of the target group and/or ultimate beneficiaries in Malaysia
Effectiveness	Effectiveness is assessed to what extent the project has achieved its Project Purpose, clarifying the relationship between the Project Purpose and Outputs.
Efficiency	Efficiency of the project implementation is analysed with emphasis on the relationship between Outputs and Inputs in terms of timing, quality and quantity.
Impact	Impact of the project is assessed in terms of positive/negative, and intended/unintended influence caused by the project.

Sustainability	Sustainability of the project is assessed in terms of institutional, financial and technical aspects by examining the extent to which the achievements of the project will be sustained after the project is completed.
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Source: JICA Project Evaluation Guideline (2010), JICA

### 1.3 Members of Mid-term Review Team

The members of the Mid-term Review Team are as follows.

Name	Role in the Team	Position, Organization
Mr. Kei Jinnai	Leader	Director, Nature Environment Team 1, Forestry and Nature Conservation Group, Global Environment Department, JICA
Ms. Tomoko Taira	Cooperation Planning	Advisor, Nature Environment Team 1, Forestry and Nature Conservation Group, Global Environment Department, JICA
Ms. Sawa Hasegawa	Evaluation Analysis	Principal Consultant, Project Management Department, OPMAC Corporation

### 1.4 Schedule of Mid-term Review

The review was conducted from 11 June to 1 July 2015 in Sabah state, Malaysia. The detailed schedule can be found in Annex 5.

## 2. OUTLINE OF THE PROJECT

### 2.1 Background

Sabah state, Malaysia 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 ecosystems is of utmost importance.

JICA supported the Malaysian federal and Sabah state governments through the “Programme for Bornean Biodiversity and Ecosystems Conservation (BBEC) Phase 1 and 2” as technical cooperation projects under Japan’s Official Development Assistance (ODA). The Programme Purpose of BBEC Phase 1 (February 2002 – January 2007) was “Comprehensive and sustainable approach for conservation is established,” while BBEC Phase 2 (October 2007 – September 2012) aimed “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.”

The authorities concerned of the Government of Malaysia have set the implementation of Sabah Biodiversity Strategy as a next step to be taken and requested the Government of Japan for the “Project on Sustainable Development for Biodiversity and Ecosystems Conservation in Sabah (SDBEC).”

### 2.2 Project Overview

#### (1) Overall Goal

Sabah is known as the Asian Centre of Excellence for biodiversity conservation and sustainable development nationally and internationally.

#### (2) Project Purpose

Sustainable development is promoted.

#### (3) Outputs

1. Capacity is developed in respect to realising a society in harmony with nature in the project sites.
2. The Sabah’s experiences are shared nationally and internationally for biodiversity conservation and sustainable development

#### (4) Implementing Organisations

Sabah state government and the Institute for Tropical Biology and Conservation (ITBC), University of Malaysia, Sabah (UMS)

(5) Project site

State of Sabah, especially Core and Buffer Zones of Lower Kinabatangan and Segama Wetlands – Ramsar Site and its River Basin (approximately 3,000,000 Ha) and Core, Buffer and Transition Zones of Croker Range Biosphere Reserve under UNESCO Man and Biosphere Programme (approximately 350,000 Ha)

### 3. PROGRESS OF THE PROJECT

#### 3.1 Inputs

As a whole, inputs from both the Japanese and Malaysian sides have been provided basically as planned. The summary of inputs provided by both sides is as follows (the details are shown in Annex 6).

##### (1) Japanese side

Items	Actual Inputs
Dispatch of experts	2 long-term experts in charge of the following assignment - Chief advisor - Project coordinator  6 short-term experts in charge of the following assignment - CRBR management - SATOYAMA technology - Community development - Sustainable leadership
Provision of equipment	Approx. 685 thousand Japanese yen in total (Computer, GPS, soil analysis equipment)
Training in Japan	36 participants in total (16 in FY2013, 18 in FY2014 and 2 in FY2015, as of April 2015)
Operational cost	Approx. 278,617 US dollar in total (As of April 2015)

##### (2) Malaysian side

Items	Actual Inputs
Assignment of counterpart	- 1 Project Director (Sabah State Secretary) - 1 Deputy Project Director (Vice Chancellor of UMS) - 1 Project Manager (Director of Natural Resources Office) - 15 Counterpart personnel (Several agencies of Sabah state government)
Working environment preparation	Necessary facilities for the project (office space, equipment, telephone line and other office maintenance)
Operational cost	Approx. 2,173 US dollar in total (excluding salaries of counterpart personnel, as of June 2015)

#### 3.2 Activities

Some of the project activities specified in PDM and the Plan of Operation (PO), especially the activities for Output 1 have been delayed, which are absence of inter-agency coordination in terms of implementation of the Lower Kinabatangan and Segama Wetlands (LKSW) Management Plan, delay in development of the Croker Range Biosphere Reserve (CRBR) Management Plan, etc. In addition, the official approval of Sabah Biodiversity Strategy (SBS) by the State Cabinet was delayed as well as implementation of activities in the area of LKSW has been limited due to the unfavorable security situation in that area.



### 3.3 Outputs

The current progress of each Output based on the indicators set in PDM is as follows.

Output 1: Capacity is developed in respect to realizing a society in harmony with nature in the project sites.

Indicators	Current Results
1-1 Annual Plan for LKSW and Annual Plan and Management Plan for CRBR are prepared, implemented and monitored.	<ul style="list-style-type: none"> <li>- The Annual Plan specifically made for the LKSW Management Plan has not been prepared, implemented and monitored yet although the annual plan covering the core zone of LKSW area has been made every year and implemented by the Sabah Forestry Department.</li> <li>- The CRBR Management Plan has been in the process of development and neither implemented nor monitored yet, this applies to the Annual Plan too.</li> </ul>
1-2 Key issues are addressed during regular discussions among all the JICA-supported projects in LKSW <sup>1</sup> .	<ul style="list-style-type: none"> <li>- There has been information sharing between SDBEC project and JICA-supported other projects conducted in the LKSW area such as the “Creation of Green Innovative Industry from Oil Palm Plantation for the Bornean Bio-diversity Conservation” and the “Biodiversity Conservation through Community-based Rural Development around the Lower Kinabatangan River” to find a synergy in implementation of each project activity to maximise benefits of all these projects. However, these JICA-supported projects are currently facing with a limitation of activities due to the unfavourable security situation in the eastern part of Sabah state including the LKSW area.</li> </ul>
1-3 At least 80% of local beneficiaries in the pilot sites are satisfied with the capacity building activities under the project.	<ul style="list-style-type: none"> <li>- Tudan Village (Kg. Tudan) in Tuaran District, one of the 8 districts situated around the CRBR area was selected as one of the pilot sites.</li> <li>- Almost all community residents of Kg. Tudan have participated in the capacity building activities provided by the project, such as the Participatory Rural Appraisal, Participatory 3D Model, modern bee-keeping training, mulberry cooking training, etc. According to interviews with the community leader of Kg. Tudan and related agencies of Sabah state, residents of Kg. Tudan are highly satisfied with these activities.</li> </ul>
1-4 At least 2 key alternative livelihood activities are identified and demonstrated by the local beneficiaries in the pilot sites.	<ul style="list-style-type: none"> <li>- Bee-keeping and mulberry raising were introduced to Kg. Tudan as new alternative livelihoods. They are produced by way of organic farming so that it has given a consideration to environment. The community residents have produced honey, mulberry fruits and some products made from mulberry such as jam or wine, and been preparing to sell these products to outside markets.</li> </ul>

<sup>1</sup> Those projects are: 1) Science and Technology Research Partnership for Sustainable Development Programme “Creation of Green Innovative Industry from Oil Palm Plantation for the Bornean Bio-diversity Conservation” by Kyushu Institute of Technology, University Putra Malaysia & UMS, 2) JICA Partnership Programme “A Training Programme for Biomass Carbonisation by the Yamasen Pool-type Oven” by City of Yame & Bamboo Techno Co. Ltd, and 3) JICA Partnership Programme “Biodiversity Conservation through Community-based Rural Development around the Lower Kinabatangan River” by Rakuno Gakuen University.

	<ul style="list-style-type: none"> <li>- Other alternative livelihood activities are to be introduced to and conducted in the second selected pilot sites of Kg. Sintuong Tuong and Kg. Kiporing in Tambunan District.</li> </ul>
1-5 The level of awareness among the CEPA beneficiaries on conservation is improved.	<ul style="list-style-type: none"> <li>- Several Communication, Education and Public Awareness (CEPA) activities have been conducted in the project sites of LKSW and CRBR, but the exact data on level of awareness among the participants of CEPA activities have not been collected yet. The proper method of collecting data on level of awareness will be advised by a short-term expert to be dispatched in August 2015.</li> <li>- In the area of LKSW, the Rainforest Discovery Centre of Sabah Forestry Department has conducted the CEPA activities and there are some positive examples of awareness changes among local residents.</li> <li>- In the area of CRBR, the Sabah Parks and other agencies have conducted the River Environmental Education Programme (REEP) and there are also positive examples of awareness raising among local residents. For example, REEP at Tudan Village provided local residents with an opportunity to reconsider the use of chemical fertilizer in their agricultural practice.</li> </ul>

Based on the above results, the current achievement level of Output 1 is relatively low at the time of Mid-term Review. Regarding the Indicator 1-1, the annual plan for the LKSW Management Plan has not been made so far. The development of CRBR Management Plan has been delayed and not implemented yet, so its annual plan has not been made as well. In addition, regarding the Indicator 1-2, the JICA-supported projects in LKSW have been forced to shift their stations due to the unfavorable security conditions in that area.

On the other hand, regarding the Indicators 1-3 and 1-4, the pilot activities conducted at Kg. Tudan have been smoothly implemented and it is expected that these activities will produce positive effects such as income generation among community residents of Kg. Tudan by the alternative livelihoods introduced by the project in the near future. Furthermore, regarding the Indicator 1-5, the CEPA activities have been also smoothly implemented both in the areas of LKSW and CRBR by the initiative of the Rainforest Discovery Centre, Sabah Forestry Department and the Sabah Parks as well as there are some positive examples of awareness raising among local residents of those areas.

Output 2: The Sabah's experiences are shared nationally and internationally for biodiversity conservation and sustainable development.

Indicators	Current Results
2-1 At least 5 documents are generated regarding the Sabah's experiences.	<ul style="list-style-type: none"> <li>- The following documents have been produced based on the Sabah's experiences so far.               <ol style="list-style-type: none"> <li>1) Practices and Lessons on Collaborative Resources Management in Sabah, Malaysia – Case Study of Ulu Senagang – Mongool Baru Village</li> <li>2) Integrated Management of Protected Area and</li> </ol> </li> </ul>

	<p>Surrounding Areas – Case Study from Sabah, Malaysia</p> <ol style="list-style-type: none"> <li>3) Ten Years Sabah-JICA Technical Cooperation in Sabah, Malaysia</li> <li>4) Local Community Participation in Ecotourism and Management of Wildlife Sanctuary in Sabah</li> <li>5) Sabah Bio-cultural Community Protocol</li> <li>6) Sabah's experience and practice for sustainable development and conservation, Sabah Case Study, Tagal and JICA-SDBEC</li> </ol>
2-2 At least 4 national seminars, workshops or conferences are organized.	- The International Symposium on Conservation and Management of Wetlands was co-organized jointly by the Sabah Wetlands Conservation Society in 2014.
2-3 Counterpart agencies participate in at least 2 international seminars, workshops or conferences.	- Some of the counterpart agencies participated in the following international seminars or workshops. <ol style="list-style-type: none"> <li>1) Asia Park Congress in Japan in November 2013</li> <li>2) World Park Congress in Australia in November 2014</li> <li>3) Meeting on the International Partnership for the Satoyama Initiative (IPSI) in South Korea in October 2014</li> </ol>
2-4 At least 50 TCTP participants participates the knowledge sharing activities supported by the project.	- 32 (13 in 2013 and 19 in 2014) trainees from Asian and African countries have participated in the Third Country Training Programme (TCTP) so far and the participants shared their knowledge and experiences at their countries during the training.
2-5 At least 90% of participants express their satisfaction regarding the TCTP.	- According to the results of questionnaire survey conducted for the participants of TCTP, 92-95% of participants showed their satisfaction to TCTP.
2-6 National / International network on biodiversity is established with Sabah.	<ul style="list-style-type: none"> <li>- NRO became the first and official IPSI member and shared Sabah's experiences in the context of Satoyama at the IPSI meeting.</li> <li>- The field trips to Ramsar sites in Malaysia (Peninsula part and Sarawaku state) were organized to seek and discuss national networking, and its result was shared with the federal government (Ministry of Natural Resources and Environment). Furthermore, a Ramsar network in Malaysia was discussed on the occasion of International Symposium on Conservation and Management of Wetlands in 2014. Unfortunately, no initiatives and leadership by the Ministry have been observed so far due to lack of their human resources.</li> <li>- The Sabah Forestry Department is in the process of developing a Ramsar network with Japan.</li> </ul>
2-7 Ideas of Sabah Biodiversity Strategy are incorporated into National Biodiversity Strategy in Malaysia to be prepared in 2014.	- While the National Biodiversity Strategy in Malaysia has been still under preparation, NRO provided some inputs of SBS to the planning team of the national strategy through the workshops.

Based on the above results, the activities for Output 2 are in progress and the current achievement level of Output 2 is reasonable at the time of the Mid-term Review. The Indicators 2-1 and 2-3 were achieved as of the Mid-term Review and the numbers of documents made as well as attendance to workshops or seminars reached the respective target number. Regarding the Indicators 2-4 and 2-5, TCTP has been smoothly conducted by the initiative of ITBC, UMS and NRO, and acquired a high satisfaction level among the participants. Regarding the Indicator 2-6, some attempts to establish the network on biodiversity have been made by the project. Regarding the Indicator 2-7, the project has provided some inputs in the process of developing the National Biodiversity Strategy.

### 3.4 Project Purpose

The current progress of Project Purpose based on the indicators set in PDM is as follows.

Project Purpose: Sustainable development is promoted.

Indicators	Current Results
1. Advising and Monitoring Panel of SBS becomes functional.	<ul style="list-style-type: none"> <li>- The SBS's Advising and Monitoring Panel has not been established yet since the approval of SBS was delayed.</li> <li>- It is scheduled a launching ceremony on SBS take place in August 2015.</li> <li>- It is scheduled meetings of working group will be organized regularly from now on.</li> </ul>
2. Planned targets in SBS are achieved.	<ul style="list-style-type: none"> <li>- The current achievement level of planned targets in SBS cannot be quantified as of the Mid-term Review because the planned targets to be achieved by the project were not set in formulating PDM.</li> </ul>
3. The progress of SBS implementation is regularly shared and discussed in Sabah Biodiversity Council or other important decision making bodies.	<ul style="list-style-type: none"> <li>- For the time being, the meeting of Sabah Biodiversity Council has been held and the members of Council have discussions on the establishment of implementation system of SBS, but the actual implementation of SBS has not been made yet due to the delay in approval.</li> </ul>

Based on the above results, the current achievement level of Project Purpose is low at the time of Mid-term Review since the approval of SBS was significantly delayed compared to the original schedule. While SBS was planned to be implemented from 2012 and the official approval of SBS by the Cabinet before 2012 was a prerequisite of the project, it was actually approved in December 2014 and discussions on establishment of implementation system of SBS have just started as of the Mid-term Review. It would be difficult to achieve the Project Purpose within the remaining 2 years of project period if assessed based on the present indicators.

While the Project Purpose would be difficult to be achieved by the end of the project if assessed based on the present indicators, the purpose itself, "Sustainable development is promoted" is too broad and does not literally mention SBS, although all the indicators for Project Purpose are

related to the implementation and monitoring of SBS. Furthermore, the achievement of present three indicators for Project Purpose is not directly related to the achievements of Output 1 and 2. There is weak causal relationship between the indicators for Project Purpose and Outputs in the present PDM although the Project Purpose should be definitely achieved as a consequence of achievement of Outputs. The present Project Purpose should be revised in order to make clear and its achievement should be verified based on the achievement of more appropriate indicators as well as resulted from produced Outputs. Some achievements such as requesting funding under the 11th Malaysia Plan, implementing activities listed in SBS, implementing carbon offset under the EU REDD+ project, formulating policy and mechanism for non-net loss/net gain under the UNDP GEF project, etc. have been actually done in the last two years. It is expected that the Project Purpose would be achieved if assessed based on the revised indicators since the achievements described above could contribute to the achievement of Project Purpose.

### 3.5 Implementation Process

#### (1) Project management structure

The project's implementing agencies consist of several agencies of the Sabah state government as well as ITBC, UMS. The counterpart agencies of the Sabah state government include the Natural Resources Office (NRO), Sabah Biodiversity Centre (SaBC), Sabah Parks, Sabah Forestry Department, Sabah Wildlife Department, Department of Irrigation and Drainage, Environmental Protection Department, Department of Agriculture, and Sabah Tourism Board . The main project activities and their leading agencies are summarized as follows.

Main Activities	Leading Agency
- International/national focal, inter-departmental coordination of SBS	NRO (SaBC was originally included in the overall coordinator of SBS, but it was changed to only NRO in charge in December 2014.)
- International/national focal, inter-departmental coordination of LKSW Management Plan and CRBR Management Plan	NRO (SaBC was originally included in the overall coordinator of LKSW Management Plan, but it was changed to only NRO in charge in May 2015.)
- Management and coordination activities conducted in the buffer zone of LKSW	NRO (SaBC was the coordinator of LKSW Management Plan, but it was changed to NRO in May 2015.)
- Management and coordination activities conducted in the buffer zone of CRBR	NRO
- Activities including CEPA conducted in the core and buffer zones of CRBR	Sabah Parks
- Activities including CEPA conducted in the core zone of	Sabah Forestry Department

LKSW	
- Pilot activities	Department of Agriculture
- Knowledge sharing activities	ITBC

The Project Steering Committee (PSC) and Project Management Committee (PMC) that consist of the above agencies are placed as the overall management bodies of the project. The Chairperson and Secretariat of PSC are the State Secretary and NRO respectively and the Chairperson and Secretariat of PMC are NRO and SaBC respectively as the Record of Discussions signed on 14 June 2013. The PSC meetings have been held twice so far (once a year) as well as the PMC meetings have been held 7 times so far (every three month) as planned and the progress and issues to be improved of the project have been shared and discussed by the committee members.

(2) Challenges that the project has experienced during the implementation

The project has experienced several challenges in the process of implementation and these challenges have seriously inhibited the realization of effects. For example, three out of the four important assumptions towards the achievement of Outputs such as “Sabah Biodiversity Strategy is approved by the cabinet,” and “Final MAB application for CRBR is approved by UNESCO” and “Proper counterpart personnel are designated by the Government and regularly dispatched for meetings and project works” actually affected the project during the early part of its period. Furthermore, one important assumption towards the achievement of Project Purpose, “The related projects supported by JICA are implemented as planned” has also affected the project. The specific factors that have affected the project are as follows.

1) Delay in approval of SBS by the Cabinet as well as delay in processing the approval of MAB application for CRBR from the federal government and UNESCO

As described above, the approval of SBS was significantly delayed compared to the original schedule. While SBS was planned to be implemented from 2012 and the official approval of SBS by the Cabinet before 2012 was a prerequisite of the project, it was actually approved in December 2014. The application process of CRBR to MAB had not been timely followed, which caused the delay in development of the CRBR Management Plan. These delays resulted in the relatively low achievement level of Output 1.

2) Unfavorable Security Situation in the LKSW area

After the project was launched, the security situation in eastern part of Sabah state including the LKSW area was rapidly worsened and the project staff has been advised not to visit the area.

3) Weak coordination mechanism on biodiversity management

It was recognized that the inter-agency coordination mechanism which was developed by BBEC Phase 2 had not been functioning during the beginning of the project. BBEC2 did not originally

aim at designation and registration of Ramsar and UNESCO MAB themselves, but through the process of such designation and registration, it aimed at developing a mechanism of inter-agency coordination. A sense of ownership to make the mechanism workable among the counterpart agencies is the critical issue in the project, but it had not been exerted since the roles of SaBC on regards to biodiversity management were not clearly stated in the “Sabah Biodiversity Enactment 2000” and its roles had been overlapping with other agencies’ jurisdiction in managing biodiversity during the early part of project period. It caused less institutional arrangements for implementation and monitoring of LKSW Management Plan and SBS, as well as development of CRBR Management Plan, although it will be improved in the latter half of the project after the state government decided that NRO handle all matters related to implementation of policies and action plans and be the focal point for international treaties.

## 4. EVALUATION RESULTS BY FIVE EVALUATION CRITERIA

### 4.1 Relevance

Regarding the relevance of the project, while the project is consistent with the Malaysian development policy as well as Japan's ODA policy, and meets the development needs of Sabah state government, there are some points to be modified in the present PDM.

#### (1) Consistency with the Malaysian development policy

The project is consistent with the national development plan as well as policies on biodiversity conservation of Malaysia and Sabah state. The current national development plan of Malaysia is the "10th Malaysia Plan" (2011-2015) that indicates 5 drivers to transform the nation into a high-income economy, one of which is "Building an environment that enhances quality of life." The Sabah state also has the state development plan "Halatuju Pembangunan Dan Kemajuan Negeri Sabah (Direction of Sabah State Development and Advancement)" which stipulates that certain areas should be reserved for conservation of natural resources to support healthy ecosystems with introducing the concept of zoning, in addition to the policies on environment and biodiversity conservation such as the Sabah Biodiversity Strategy and Sabah Environmental Education Policy. The final draft of "Sabah's Strategic Long Term Action Plan (2016-2035)" specifies that the development in Sabah state should include economic, social and environmental aspects and SBS is placed as part of implementation tools for this plan.

#### (2) Development needs of Sabah state government

Based on the above plan and policy, the Sabah state government developed the Sabah Biodiversity Strategy as a comprehensive policy on biodiversity conservation and utilisation, and BBEC Phase 2 supported the formulation of the strategy. The state government, however, still needs capacity development to implement and monitor the strategy in a proper fashion and the project is designed to contribute to the implementation of SBS.

#### (3) Consistency with the Japan's ODA policy

The project is consistent with Japan's ODA policy for Malaysia as well. Both the "Country Assistance Policy for Malaysia" (April 2012) and "Rolling Plan for Malaysia" (April 2015) by the Ministry of Foreign Affairs of Japan place "Supporting a balanced development towards Malaysia becoming a high-income nation," "Response to common issues in East Asian region" and "Japan-Malaysia Development Partnership beyond the East Asian region" as priority areas. The project is in line with the policy and plan.

#### (4) Appropriateness of project design

While the project design is not inappropriate, there are some points to be improved in the present PDM, to be specifically described in "4.2 Effectiveness."



## **4.2 Effectiveness**

While the effectiveness of the project is prospected to be relatively low if assessed based on the present indicators for Project Purpose, it should be assessed later based on the more appropriate indicators to be revised.

As referred to in “3.4 Project Purpose,” while the present Project Purpose, “Sustainable development is promoted” is too broad in itself and does not literally mention SBS, all the present indicators for Project Purpose are related to the implementation and monitoring of SBS. However, SBS is neither mentioned in Output 1 nor Output 2 although Project Purpose should be definitely achieved as a consequence of achievement of each Output. There is a lack of causal relationship between the indicators of Project Purpose and Output 1 and 2. In addition, it is prospected to be difficult to achieve the Project Purpose by the end of the project if assessed based on the present indicators, since the approval of SBS was delayed and its actual implementation has just started. Therefore, the Project Purpose itself and its indicators need to be revised based on the real situation with reasonable logical composition of Outputs, then the terminal evaluation will assess the effectiveness of the project based on the revised one.

## **4.3 Efficiency**

Regarding the efficiency of the project, as referred to in “3.1 Inputs,” both the Japanese and Malaysian sides have basically provided their inputs as planned. While at the same time, the results of interviews with those involved suggest that there are some challenges in the quantity and quality of inputs from both sides.

Regarding the quality of inputs, the Malaysian side expected to have experts with assignment of specific technical area such as environmental education, same as the precedent projects, BBEC Phase 1 and 2. This project, however, was originally designed as a small-scale project by JICA and the assignment of experts was actually planned to be kept to the minimum, with assigning only a chief advisor and a project coordinator as long-term experts. As one of the measures, the project coordinator will also be in charge of environmental education for the remaining project period.

Regarding the quantity of inputs, as referred to in “3.5 Implementation Process,” the roles of SaBC on regards to biodiversity management were not clearly stated in the “Sabah Biodiversity Enactment 2000” and its roles had been overlapping with other agencies’ jurisdiction in managing biodiversity in the early part of project period. While SaBC had not conducted any coordination activities of LKSW Management Plan, the number of personnel assigned for the project from NRO was not sufficient to fulfil a number of coordination tasks and activities for SBS, LKSW Management Plan and CRBR Management Plan. NRO has been substantially

given a responsibility for the inter-agency coordination activities for these strategy and plans. The Review Team feels that NRO is in a better position to do inter-agency coordination since all policies on management of natural resources are directly or indirectly under the purview of NRO, however, at the moment only one officer has been actually assigned for the tasks although the officer has a lot of other tasks in NRO. As referred to in “3.3 Outputs,” the achievement level of Output 1 is relatively low at the time of Mid-term Review and one of the reasons for this achievement level is the weak inter-agency coordination on biodiversity management.

#### **4.4 Impact**

It is difficult to project the future achievement of Overall Goal at the time of Mid-term Review. The achievement of revised Outputs and Project Purpose is expected to contribute to the achievement of Overall Goal in the future.

Some positive impacts are expected to emerge during or after the project, one of which is an application of the pilot activities to other villages in the CRBR area. The Tuaran District Officer expects in the future to use the results of livelihood improvement activities conducted at Kg. Tudan in the district as a model for the poverty eradication programme which the District Office has worked through for quite some time but not obtained successful results yet so far.

Meanwhile, there have been no reports of any negative impact of the project in terms of the environmental and social aspects and it is unlikely that any negative impact of the project will emerge in the remaining project period.

#### **4.5 Sustainability**

The sustainability of the project in terms of policy and institutional, organizational, financial and technical aspects is as follows.

##### **(1) Policy and institutional aspects**

SBS was officially approved by the State Cabinet and Sabah state government is expected to promote the biodiversity and ecosystem conservation in Sabah based on SBS in the state with the implementation system to be established before long.

##### **(2) Organizational aspect**

While SaBC was originally supposed to be the Secretariat of SBS as the responsible agency for coordination and management of SBS, it was changed to NRO in December 2014 and the current personnel of NRO who is actually engaged in the coordination activities is quite limited. NRO has also played the roles of responsible agency in the implementation of LKSW Management Plan and CRBR Management Plan in their respective buffer zones. The present capacity of NRO to fulfil the tasks is not enough and therefore their capacity especially in terms

of personnel needs to be strengthened. The implementation of LKSW Management Plan and CRBR Management Plan especially in the core zone areas can be actually made by discretion of the agencies in charge.

(3) Financial aspect

Even though the approval of SBS was delayed, the actual budget request for implementing activities for SBS by each counterpart agency has been submitted to the federal and state governments under 11th Malaysia Plan. The counterpart agencies continuously need to seek for funding from other resources such as Corporate Social Responsibility (CSR), Payment for Ecosystem Services (PES), and international funding agencies. They can also use their regular budget for the implementation of SBS activities on a preferential basis.

(4) Technical aspect

NRO needs to acquire more skills for the inter-agency coordination to implement SBS, LKSW Management Plan and CRBR Management Plan especially with adding the capable personnel in charge of the task they should fulfil. Other counterpart agencies are responsible for implementing, monitoring and reporting their activities for the strategy and plans with the monitoring system to be established.

## **5. CONCLUSION AND RECOMMENDATIONS**

### **5.1 Conclusion**

Based on the findings of Mid-term Review, the Review Team concludes that part of the project has not been implemented as expected. Some of the project activities such as alternative livelihood activities at the pilot sites, CEPA activities and knowledge sharing activities have been favourably implemented so far. On the other hand, there have been several factors of the less implementation since the project has experienced unexpected challenging circumstances during the implementation, such as the delay in approval of SBS and the unfavourable security situation in one of the project sites. In addition, the present PDM has some points to be modified and readjusted. Those involved with the project are expected to proceed with the revised one in the remaining period.

### **5.2 Recommendations**

On the ground of the above results, the Review Team made the following recommendations.

#### **(1) Revision of PDM**

As described above, the present PDM (Version 3) has some points to be improved and the Review Team proposes to considerably revise it by modifying the Output 1, Output 2, Project Purpose, their indicators and some activities of Output 1 and 2 in order to clarify a logical linkage between Project Purpose and Outputs, set the indicators for Project Purpose and Outputs to appropriately measure their achievements and change activities in accordance with the updated situation after the beginning of the project. The proposed revised PDM (Version 4) is attached as Annex 2.

#### **(2) Strengthening of NRO in terms of personnel and budget**

As a responsible agency of management of SBS, LKSW Management Plan and CRBR Management Plan, NRO will play an important role of coordination activities for implementing these strategy and plans. The current management structure and capacity of NRO is not enough to fulfil the role so that it is highly recommended to increase the number of personnel, at least two officers in charge of the role of inter-agency, state-federal and international relationship coordination as well as to disburse the necessary budget for the task in the remaining project period.

#### **(3) Development of a common monitoring format for the SBS implementation to be used by the concerned agencies**

It is required for the concerned agencies of Sabah state government to monitor the implementation situation of SBS from now on. To conduct the monitoring in an effective and

efficient manner, it is recommended that the project should develop a common format for monitoring of SBS implementation as soon as possible.

**(4) Change of Secretariat of Project Management Committee**

The Secretariat of PMC was assigned to the SaBC in the Record of Discussions dated 14 June 2013 and it is now proposed to change to NRO in accordance with the changed implementation structure of SBS, under which the Centre is no longer the Secretariat. Instead, SaBC should be included as a member of PSC and PMC.

**(5) Support for the LKSW Management Plan by the project in the remaining period**

The support for activities regarding the LKSW Management Plan will be focused on CEPA activities, with taking the unfavourable security situation in that area into consideration. Other project supports in the LKSW area including making the Ramsar Information Sheet to be updated every six year and to what extent the project will support the implementation and monitoring of LKWS Management Plan will be discussed later among the PMC members. It would be necessary for members to further modify Output 1 and its activities in the proposed PDM based on the discussion.

### **5.3 Lessons Learned**

The project has the following lessons learned.

**(1) Importance of flexible modification of PDM during the project implementation**

As described above, the present PDM has some points to be improved, including some inconsistency in itself. It is important to design the project with a deep consideration of logical linkage as well as to flexibly revise PDM during the implementation in case any inconsistency is recognized.

### Annex 1 Project Design Matrix (PDM)

**Project Title:** Project on Sustainable Development for Biodiversity and Ecosystems Conservation in Sabah

**Project Duration:** 1 July 2013 to 30 June, 2017 (four years)

**Project Sites:** State of Sabah, especially Core and Buffer Zones of Lower Kinabatangan and Segama Wetlands – Ramsar Site and its River Basin (approximately 3,000,000 Ha) and Core, Buffer and Transition Zones of Croker Range Biosphere Reserve under UNESCO Man and Biosphere Programme (approximately 350,000 Ha)

**Target Group:** Staff members of concerned State Government agencies and district governments, Local population (pilot site), Researchers of UMS and Training participants from other parts of Malaysia and overseas

**Version Number:** Version 3

**Date:** 24 October 2014

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal:</b> Sabah is known as the Asian Centre of Excellence for biodiversity conservation and sustainable development nationally and internationally.</p> <p><b>Project Purpose:</b> Sustainable development is promoted.</p>	<ol style="list-style-type: none"> <li>At least 20 researchers visit Sabah for studies on biodiversity conservation and sustainable development in 5 years.</li> <li>At least 5 visitors visit Sabah for media coverage on biodiversity conservation and sustainable development in 5 years.</li> <li>At least 5 articles are published at international scientific journals regarding Sabah's experiences/ initiatives on sustainable development and biodiversity conservation in 5 years.</li> <li>Visible evidence is observed in the report to be prepared by the Malaysian Government regarding Sabah's contribution to the achievement of Aichi Target.</li> </ol>	<ol style="list-style-type: none"> <li>Research licence issued by SaBC</li> <li>Record of visitors</li> <li>Copies of journals</li> <li>Reports of Malaysian Government on the achievements of Aichi Targets</li> </ol>	<p>Malaysia's and Sabah's policies on biodiversity and ecosystems conservation remain favourable to the project.</p>
<p><b>Outputs:</b> Output 1: Capacity is developed in respect to realising a society in harmony with nature in the project sites</p>	<ol style="list-style-type: none"> <li>Advising and Monitoring Panel of SBS becomes functional.</li> <li>Planned targets in SBS are achieved.</li> <li>The progress of SBS implementation is regularly shared and discussed in Sabah Biodiversity Council or other important decision making bodies.</li> </ol>	<ol style="list-style-type: none"> <li>Questionnaire to the concerned agencies regarding their resources allocated, including budget for the SBS implementation</li> <li>Report of SaBC to PMC regarding the SBC meetings</li> <li>Annual SBS monitoring reports</li> </ol>	<p>The related projects supported by JICA are implemented as planned.</p>
<p>Output 2: The Sabah's experiences are shared nationally and internationally for biodiversity conservation and sustainable development</p>	<ol style="list-style-type: none"> <li>Annual Plan for LKSW and Annual Plan and Management Plan for CRER are prepared, implemented and monitored.</li> <li>Key issues are addressed during regular discussions among all the JICA-supported projects<sup>1</sup> in LKSW.</li> <li>At least 80% of local beneficiaries in the pilot sites are satisfied with the capacity building activities under the project.</li> <li>At least 2 key alternative livelihood activities are identified and demonstrated by the local beneficiaries in the pilot sites.</li> <li>The level of awareness among the CEPA beneficiaries on conservation is improved.</li> </ol>	<ol style="list-style-type: none"> <li>Minutes of meeting for the discussion among JICA-supported projects and their reports</li> <li>Questionnaire survey to the beneficiaries</li> <li>Report of experts</li> <li>Questionnaire survey to the beneficiaries</li> <li>Documents</li> <li>Reports on seminars, workshops or conferences</li> <li>Reports on seminars, workshops or conferences</li> <li>Report on TCTP and project progress reports</li> <li>Questionnaire survey after the training</li> <li>Mailing lists operated by the alumni, etc.</li> <li>National Biodiversity Strategy</li> </ol>	

<sup>1</sup> Those projects are: 1) Science and Technology Research Partnership for Sustainable Development Programme "Creation of Green Innovative Industry from Oil Palm Plantation for the Bornean Bio-diversity Conservation" by Kyushu Institute of Technology, University Putra Malaysia & UMS, 2) JICA Partnership Programme "A Training Programme for Biomass Carbonisation by the Yamanen Pool-type Ower" by City of Yame & Bamboo Techno Co. Ltd, and 3) JICA Partnership Programme "Biodiversity Conservation through Community-based Rural Development around the Lower Kinabatangan River" by Rakuno Gakuen University.

<p><b>Activities:</b></p> <p><u>Output 01</u></p> <p>1-1 To support the preparation of annual action plans for LKSW, and annual plan/management plan for CRBR, and monitor the implementation</p> <p>1-2 To facilitate discussions among all the green technology / nature conservation projects in LKSW supported by JICA through the continuous engagement of counterpart agencies and other stakeholders and facilitate meetings and knowledge sharing regularly</p> <p>1-3 To collaborate with other programmes and donor agencies for resource mobilisation in the implementation of management plan and to coordinate with the international frameworks (i.e. Ramsar network, the Satoyama initiatives, CBD-COP, international research networks, etc.)</p> <p>1-4 To support concerned agencies for mobilising necessary technical and financial resources of federal, state and local governments and international frameworks for livelihood promotion and poverty alleviation</p> <p>1-5 To pilot livelihood improvement for community-based conservation through agriculture improvement, sustainable landuse, ecotourism and private business participation in marketing in collaborations with local government units, NGOs and concerned agencies</p> <p>1-6 To document the process of livelihood improvement and community-based conservation, to prepare manuals and guidelines and to disseminate the information</p> <p>1-7 To support relevant agencies for the enforcement of relevant regulations to ensure implementation of large scale development projects mitigate impacts on biodiversity and ecosystem.</p> <p>1-8 To organise capacity building activities for the local communities, local government units, NGOs and concerned agencies on livelihood improvement and conservation</p> <p>1-9 To support the CEPA activities by counterpart agencies and organisations and to support the monitoring of implementation of SEEP</p> <p>1-10 To provide recommendations for improved regulatory framework for river administration and law enforcement for conservation and non-disruptive economic activities</p>	<p><b>Input (Malaysian side):</b></p> <p><b>Personnel</b></p> <ul style="list-style-type: none"> <li>-Project Director</li> <li>-Deputy Project Director</li> <li>-Project Manager</li> <li>-Counterpart personnel</li> </ul> <p><b>Office Space</b></p> <ul style="list-style-type: none"> <li>-Necessary facilities for the Project (office space, equipments, telephone line and other office maintenance)</li> </ul> <p><b>Operation costs</b></p> <ul style="list-style-type: none"> <li>- Local programme cost</li> <li>- Expenditure for Malaysian counterpart personnel</li> <li>- Necessary logistic and policy support</li> </ul>	<p><b>Input (Japanese Side):</b></p> <p><b>Personnel</b></p> <ul style="list-style-type: none"> <li>&lt;Long-term experts&gt;</li> <li>- Chief advisor</li> <li>- Project coordinator</li> </ul> <p>&lt;Short-term experts&gt;</p> <ul style="list-style-type: none"> <li>-CRBR Management</li> <li>-SATOYAMA technology</li> <li>-CEPA</li> <li>-Community Development and livelihood</li> </ul> <p><b>Machinery and Equipment</b></p> <ul style="list-style-type: none"> <li>-Equipment necessary upon mutual agreement</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>- Training in Japan</li> </ul> <p><b>Operation costs</b></p> <ul style="list-style-type: none"> <li>- Local programme cost</li> </ul>	<p>Sabah Biodiversity Strategy is approved by the cabinet</p> <p>Final MAB application for CRBR is approved by UNESCO.</p> <p>Budget allocation to the C/P organisations does not decrease largely.</p> <p>Proper C/P personnel are designated by the Government and regularly dispatched for meetings and project works.</p> <p><b>Preconditions:</b></p> <p>(No major preconditions)</p>
<p><u>Output 02</u></p> <p>2-1 To compile the Sabah's experiences into documents and literatures to consolidate the Sabah's experiences and to undertake additional research when necessary</p> <p>2-2 To undertake study on possible sustainable financing mechanisms for biodiversity (i.e. the payment for ecological services (PES), biodiversity accounting, rationalisation of incentives and taxes for sustainable development, REDD+, CSR and strengthening of the Biodiversity Centre Fund, etc.)</p> <p>2-3 To design, implement and monitor/ evaluate TCTP and share developed modules and standardised monitoring framework with concerned agencies in Sabah and federal agencies</p> <p>2-4 To support the alumni of TCTP</p> <p>2-5 To participate in, and/or host national and international conference / symposium / seminar/ training courses/ other knowledge sharing activities through collaboration with federal institutions (NRE, EIMAS, FRIM, IBID, etc.) for the knowledge sharing on Sabah's experiences domestically and internationally, when necessary</p> <p>2-6 To support the integration of SBS into NBS</p> <p>2-7 To support the concerned agencies for active publicity and media strategy</p>			

## Annex 2 Project Design Matrix (PDM)

**Project Title:** Project on Sustainable Development<sup>1</sup> for Biodiversity and Ecosystems Conservation in Sabah  
**Project Duration:** 1 July 2013 to 30 June, 2017 (four years)  
**Project Sites:** State of Sabah, especially Core and Buffer Zones of Lower Kinabatangan and Segama Wetlands – Ramsar Site and its River Basin (approximately 3,000,000 Ha) and Core, Buffer and Transition Zones of Croker Range Biosphere Reserve under UNESCO Man and Biosphere Programme (approximately 350,000 Ha)  
**Target Group:** Staff members of concerned State Government agencies, Local population (pilot site), Researchers of UMS and local NGOs

**Version Number:** Version 4  
**Date:** 30 June, 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<p><b>Overall Goal:</b> Sabah is known as the Asian Centre of Excellence for biodiversity conservation and sustainable development nationally and internationally.</p> <p><b>Project Purpose:</b> Biodiversity and ecosystem conservation for sustainable development in Sabah is promoted with national and international recognition.</p> <p><b>Outputs:</b> <b>Output 1:</b> Management system of biodiversity and ecosystem conservation in Sabah is strengthened.</p> <p><b>Output 2:</b> The Sabah's experiences in biodiversity and ecosystem conservation are shared nationally and internationally.</p>	<p>1 At least 20 researchers visit Sabah for studies on biodiversity conservation and sustainable development in 5 years.                      2 At least 5 visitors visit Sabah for media coverage on biodiversity conservation and sustainable development in 5 years.                      3 At least 5 articles are published at international scientific journals regarding Sabah's experiences/ initiatives on sustainable development and biodiversity conservation in 5 years.                      4 Visible evidence is observed in the report to be prepared by the Malaysian Government regarding Sabah's contribution to the achievement of Aichi Target.</p> <p>1. The project activities contribute to SBS implementation.                      2. The progress of SBS is monitored in the formalized way and reported to the Biodiversity Council / Chief Minister.                      3. Sabah's experience and knowledge on biodiversity and ecosystem conservation are referred as good practices nationally and internationally.                      4. At least 1 additional site is registered under international initiatives on biodiversity conservation and/or existing site(s) is expanded.</p> <p>1-1 Management plan for CRBR and its annual plan are approved by the State Government with inputs from the pilot activities and CEPA activities.                      1-1-1 Local beneficiaries in the pilot sites are satisfied with the capacity building including alternative livelihood activities under the project.                      1-1-2 The level of awareness among the CEPA beneficiaries on conservation is improved in CRBR.                      1-2 The level of awareness among the CEPA beneficiaries on conservation is improved in LKSW.                      1-3 The knowledge on biodiversity and ecosystem conservation is enhanced in target group.                      1-4 The SBS monitoring system is established.</p> <p>2-1 At least 5 documents are generated regarding the Sabah's experiences.                      2-2 At least 2 national / international seminars, workshops or conferences are organised.                      2-3 Counterpart agencies participate in at least 2 international seminars, workshops or conferences.                      2-4 At least 50 persons from overseas countries participate in TCTP.                      2-5 At least 90% of participants express their satisfaction regarding the TCTP.                      2-6 Knowledge is shared through national / international network(s) for biodiversity and ecosystem conservation.                      2-7 Ideas of Sabah Biodiversity Strategy are incorporated into National Biodiversity Strategy in Malaysia to be prepared in 2014.</p>	<p>1. Research licence issued by SabC                      2. Record of visitors                      3. Copies of journals                      4. Reports of Malaysian Government on the achievements of Aichi Targets                      1. Project documents                      2. SBS monitoring report                      3. Project documents                      4. Registration certificate(s)</p> <p>1-1 CRBR Management plan and Annual plan                      1-1-1 Questionnaire survey to the beneficiaries                      1-1-2 Questionnaire survey to the beneficiaries                      1-2 Questionnaire survey to the beneficiaries                      Reports of JICA projects                      1-3 Project documents                      1-4 SBS monitoring report                      2-1 Documents                      2-2 Reports on seminars, workshops or conferences                      2-3 Reports on seminars, workshops or conferences                      2-4 Report on TCTP and project progress reports                      2-5 Questionnaire survey after the training                      2-6 Project documents                      2-7 National Biodiversity Strategy</p>	<p>Malaysia's and Sabah's policies on biodiversity and ecosystems conservation remain favourable to the project.</p> <p>The related projects supported by JICA are implemented as planned.</p>

<sup>1</sup> "Sustainable Development" in this context is the promotion of sustainable socio-economic activities of the people in particular areas for the conservation of biodiversity and ecosystem



<p><b>Activities:</b></p> <p><b>1 Output 01</b></p> <p>1-1 To support necessary revision / amendment of SBS</p> <p>1-2 To develop the monitoring system of SBS (format, reporting, and feedback)</p> <p>1-3 To support preparation and monitoring of CRBR management plan / annual plan</p> <p>1-4 To synergize all the green technology / nature conservation projects<sup>2</sup> in Sabah supported by JICA through the continuous engagement of counterpart agencies and other stakeholders and facilitate meetings and knowledge sharing regularly</p> <p>1-5 To collaborate with other programmes and donor agencies for resource mobilisation in the implementation of management plan (e.g. UNDP/GEF, EU funded REDD+, etc.)</p> <p>1-6 To support concerned agencies for mobilising necessary technical and financial resources of federal, state and local governments and international frameworks for livelihood promotion and poverty alleviation</p> <p>1-7 To pilot livelihood improvement for community-based conservation through agriculture improvement, sustainable landuse, ecotourism and private business participation in marketing in collaborations with local government units, NGOs and concerned agencies</p> <p>1-8 To support relevant agencies for the enforcement of relevant regulations to mitigate negative environmental impacts caused by large scale development projects.</p> <p>1-9 To organise trainings on CEPA for the local communities, local government agencies, NGOs and concerned agencies.</p> <p>1-10 To support the monitoring of SEEP</p> <p>1-11 To provide recommendations for improved regulatory framework for river administration and law enforcement for conservation and non-disruptive economic activities</p>	<p><b>Input (Malaysian side):</b></p> <p><b>Personnel</b></p> <ul style="list-style-type: none"> <li>-Project Director</li> <li>-Deputy Project Director</li> <li>-Project Manager</li> <li>-Counterpart personnel</li> </ul> <p><b>Office Space</b></p> <ul style="list-style-type: none"> <li>-Necessary facilities for the Project (office space, equipments, telephone line and other office maintenance)</li> </ul> <p><b>Operation costs</b></p> <ul style="list-style-type: none"> <li>-Local programme cost</li> <li>-Expenditure for Malaysian counterpart personnel</li> <li>-Necessary logistic and policy support</li> </ul>	<p><b>Input (Japanese Side):</b></p> <p><b>Personnel</b></p> <ul style="list-style-type: none"> <li>&lt;Long-term experts&gt;</li> <li>-Chief advisor</li> <li>-Project coordinator</li> <li>-Project coordinator / Environmental Education</li> <li>&lt;Short-term experts&gt;</li> <li>-CRBR Management</li> <li>-SATOYAMA technology</li> <li>-CEPA</li> <li>-Community Development and livelihood</li> </ul> <p><b>Machinery and Equipment</b></p> <ul style="list-style-type: none"> <li>-Equipment necessary upon mutual agreement</li> </ul> <p><b>Training</b></p> <ul style="list-style-type: none"> <li>-Training in Japan</li> </ul> <p><b>Operation costs</b></p> <ul style="list-style-type: none"> <li>-Local programme cost</li> </ul>	<p>Sabah Biodiversity Strategy is approved by the cabinet</p> <p>Final MAB application for CRBR is approved by UNESCO.</p> <p>Budget allocation to the C/P organisations does not decrease largely.</p> <p>Proper C/P personnel are designated by the Government and regularly dispatched for meetings and project works.</p> <p><b>Preconditions:</b></p> <p>(No major preconditions)</p>
<p><b>1 Output 02</b></p> <p>2-1 To compile the Sabah's experiences into documents and literatures to consolidate the Sabah's experiences and to undertake additional research when necessary</p> <p>2-2 To undertake study on possible sustainable financing mechanisms for biodiversity (i.e. the payment for ecological services (PES), biodiversity accounting, rationalisation of incentives and taxes for sustainable development, REDD+, CSR and strengthening of the Biodiversity Centre Fund, etc.)</p> <p>2-3 To plan, implement, monitor, evaluate and follow up TCTP</p> <p>2-4 To participate in, and/or host national and international conference / symposium / seminar/ training courses/ other activities for the knowledge sharing on Sabah's experiences, with collaboration of the Federal government when necessary</p> <p>2-5 To share Sabah's experiences to policy formulation process at national level</p> <p>2-6 To support the concerned agencies for active publicity and media strategy</p>			

<sup>2</sup> Those projects are: 1) Science and Technology Research Partnership for Sustainable Development Programme "Creation of Green Innovative Industry from Oil Palm Plantation for the Bornean Bio-diversity Conservation" by Kyushu Institute of Technology, University Putra Malaysia & UMS, 2) JICA Partnership Programme "A Training Programme for Biomass Carbonisation by the Yamasen Pool-type Oven" by City of Yame & Bamboo Techno Co. Ltd. and 3) JICA Partnership Programme "Biodiversity Conservation through Community-based Rural Development around the Lower Kinabatangan River" by Rakuno Gakuen University.

### Annex 3 Plan of Operation (PO)

Project Title: Project on Sustainable Development for Biodiversity and Ecosystems Conservation  
 Project Duration: February 2013 to January 2017 (four years)

Date: 31 July 2012  
 Ver. 0 (draft)

Activity	2013				2014				2015				2016			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>Output 1: Capacity is developed in respect to realising a society in harmony with nature in the project sites</b>																
1-1 To support the preparation of annual action plans for LKSW, and annual plan/management plan for CRBR and monitor the implementation																
1-2 To facilitate discussions among all the green technology / nature conservation projects in LKSW supported by JICA through the continuous engagement of counterpart agencies and other stakeholders and facilitate meetings and knowledge sharing regularly																
1-3 To collaborate with other programmes and donor agencies for resource mobilisation in the implementation of management plan and to coordinate with the international frameworks (i.e. Ramsar network, the <i>Satavaha</i> initiatives, CBD-COP, international research networks, etc.)																
1-4 To support concerned agencies for mobilising necessary technical and financial resources of federal, state and local governments and international frameworks for livelihood promotion and poverty alleviation																
1-5 To pilot livelihood improvement for community-based conservation through agriculture improvement, sustainable landuse, ecotourism and private business participation in marketing in collaborations with local government units, NGOs and concerned agencies																
1-6 To document the process of livelihood improvement and community-based conservation, to prepare manuals and guidelines and to disseminate the information																
1-7 To support concerned agencies for the compliance with existing regulations by large-scale development projects																
1-8 To organise capacity building activities for the local communities, local government units, NGOs and concerned agencies on livelihood improvement and conservation																
1-9 To support the CEPA activities by counterpart agencies and organisations and to support the monitoring of implementation of SFEIP																
1-10 To provide recommendations for improved regulatory framework for river administration and law enforcement for conservation and non-disruptive economic activities																
<b>Output 2: The Sabah's experiences are shared nationally and internationally for biodiversity conservation and sustainable development</b>																
2-1 To compile the Sabah's experiences into documents and literatures to consolidate the Sabah's experiences and to undertake additional research when necessary																
2-2 To undertake study on possible sustainable financing mechanisms for biodiversity (i.e. the payment for ecological services (PES), biodiversity accounting, rationalisation of incentives and taxes for sustainable development, REDD+, CSR and strengthening of the Biodiversity Centre Fund, etc.)																
2-3 To design, implement and monitor/ evaluate TCTP and share the developed modules and standardised monitoring framework with concerned agencies in Sabah and federal agencies																
2-4 To support the alumni of TCTP																
2-5 To participate in, and/or host, national and international conference / symposium / seminar/ training courses/ other knowledge sharing activities through collaboration with federal institutions (NRE, EIMAS, FRIM, IBD, etc.) for the knowledge sharing on Sabah's experiences domestically and internationally																
2-6 To support the integration of SBS into NBS																
2-7 To support the concerned agencies for active publicity and media strategy																

## Annex 4 Evaluation Grid

### 1. Achievement of the Project

Overall goal	Items	Indicators	Necessary Data	Data Source / Data Collection Methods
Sabah is known as the Asian Centre of Excellence for biodiversity conservation and sustainable development nationally and internationally.	1. At least 20 researchers visit Sabah for studies on biodiversity conservation and sustainable development in 5 years. 2. At least 5 visitors visit Sabah for media coverage on biodiversity conservation and sustainable development in 5 years. 3. At least 5 articles are published at international scientific journals regarding Sabah's experiences/ initiatives on sustainable development and biodiversity conservation in 5 years. 4. Visible evidence is observed in the report to be prepared by the Malaysian Government regarding Sabah's contribution to the achievement of Aichi Target.	1. At least 20 researchers visit Sabah for studies on biodiversity conservation and sustainable development in 5 years.	To be collected after the project	
		2. At least 5 visitors visit Sabah for media coverage on biodiversity conservation and sustainable development in 5 years.	To be collected after the project	
		3. At least 5 articles are published at international scientific journals regarding Sabah's experiences/ initiatives on sustainable development and biodiversity conservation in 5 years.	To be collected after the project	
		4. Visible evidence is observed in the report to be prepared by the Malaysian Government regarding Sabah's contribution to the achievement of Aichi Target.	To be collected after the project	
Project purpose	Sustainable development is promoted.	1. Advising and Monitoring Panel of SBS becomes functional. 2. Planned targets in SBS are achieved. 3. The progress of SBS implementation is regularly shared and discussed in Sabah Biodiversity Council or other important decision making bodies.	Current situation of Advising and Monitoring Panel of SBS Baseline data of targets in SBS The progress of SBS implementation regularly shared and discussed in Sabah Biodiversity Council or other important decision making bodies	- State gov. interview - State gov. interview - State gov. interview
Outputs	1. Capacity is developed in respect to realizing a society in harmony with nature in the project sites.	1-1 Annual Plan for LKSW and Annual Plan and Management Plan for CRBR are prepared, implemented and monitored.	Annual Plan for LKSW and Annual Plan and Management Plan for CRBR as well as their implementation and monitoring situations	- Project reports & references review
		1-2 Key issues are addressed during regular discussions among all the JICA-supported projects in LKSW.	Key issues addressed during regular discussions among the JICA-supported projects in LKSW	- Project reports & references review
		1-3 At least 80% of local beneficiaries in the pilot sites are satisfied with the capacity	Satisfaction level of local beneficiaries in the pilot sites to the capacity building activities	- Project reports & references review



Items	Indicators	Necessary Data	Data Source / Data Collection Methods
Inputs from Japanese side	<ul style="list-style-type: none"> <li>- Local program cost</li> <li>- Expenditure for Malaysian counterpart personnel</li> </ul> <p>Planned inputs</p> <ol style="list-style-type: none"> <li>1. Personnel               <ul style="list-style-type: none"> <li>&lt;Long-term experts&gt;</li> <li>- Chief advisor</li> <li>- Project coordinator</li> <li>&lt;Short-term experts&gt;</li> <li>- CRBR Management</li> <li>- SATOYAMA technology</li> <li>- CEPA</li> </ul> </li> <li>2. Community Development and livelihood Machinery and Equipment               <ul style="list-style-type: none"> <li>- Equipment necessary upon mutual agreement</li> </ul> </li> <li>3. Training               <ul style="list-style-type: none"> <li>- Training in Japan</li> </ul> </li> <li>4. Operation costs               <ul style="list-style-type: none"> <li>- Local program cost</li> </ul> </li> </ol>	Actual inputs including unplanned ones	<ul style="list-style-type: none"> <li>- Project reports &amp; references review</li> </ul>
Important assumptions	<ol style="list-style-type: none"> <li>1. Malaysia's and Sabah's policies on biodiversity and ecosystems conservation remain favorable to the project.</li> <li>1. The related projects supported by JICA are implemented as planned.</li> <li>1. Sabah Biodiversity Strategy is approved by the cabinet.</li> <li>2. Final MAB application for CRBR is approved by UNESCO.</li> <li>3. Budget allocation to the C/P organizations does not decrease largely.</li> <li>4. Proper C/P personnel are designated by the Government and regularly dispatched for meetings and project works.</li> </ol>	<p>Important assumptions that are likely to give influence on the project</p> <p>Important assumptions that have given influence on the project</p> <p>Important assumptions that have given influence on the project</p>	<ul style="list-style-type: none"> <li>- Project reports &amp; references review</li> <li>- Project reports &amp; references review</li> <li>- Project reports &amp; references review</li> </ul>

## 2. Implementation Process

Survey Items	Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
	Implementation of activities	Sub-Survey Items			
Project management system	Have the project activities been implemented as planned? Is there no problem in the project management system? Is the monitoring system for the project managed appropriately? Is there no problem in the communication between experts and C/P?	<ul style="list-style-type: none"> <li>- Comparison of the planned activities indicated in PDM with the actual activities implemented</li> <li>- Existence of added or stopped activities and their reasons</li> <li>- Whether the project implementation system is appropriate for managing the project effectively and efficiently.</li> <li>- Whether the project is managed properly.</li> <li>- Whether meetings of PSC and PMC are regularly held and the project progress is shared among the committee members.</li> <li>- Whether the project is monitored properly.</li> <li>- Whether regular and enough communication between experts and C/P is taken.</li> </ul>	<ul style="list-style-type: none"> <li>- PO</li> <li>- Implementation status of the planned activities</li> <li>- Project implementation structure/system</li> <li>- Situation of project management</li> <li>- PSC and PMC meetings held</li> <li>- Project's monitoring situation</li> </ul>	<ul style="list-style-type: none"> <li>- Project reports &amp; references review</li> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- Experts interview</li> <li>- State gov. interview</li> </ul>	
Degree of participation of C/P	Has the degree of participation/ownership of C/P in the project been high? Are appropriate post/personnel allocated as C/P? Has the degree of participation/ownership of the target group in the project been high? Are there any factors that have inhibited the smooth implementation of the project? If any, what is the cause?	<ul style="list-style-type: none"> <li>- Whether C/P fully understand the objectives, progress and issues to be improved of the project.</li> <li>- Whether C/P takes the initiative in getting engaged in the project activities.</li> <li>- Whether appropriate organization, department and personnel are allocated as C/P.</li> <li>- Whether Tuanan district officers and local residents of Kg. Tudan has fully participated in the project activities.</li> <li>- Existence of obstructive factors in the implementation of the project</li> <li>- Whether any correspondence to the obstructive factors is taken or not.</li> </ul>	<ul style="list-style-type: none"> <li>- C/P's level of understanding to the project</li> <li>- C/P's level of participation to the project activities</li> <li>- Frequency of communication between experts and C/P</li> <li>- Existence of other organization, department and personnel necessary to cooperate in the project</li> <li>- local residents' level of participation to the project activities</li> <li>- Examples of obstructive factors in the implementation of the project</li> <li>- Examples of correspondence to the obstructive factors</li> </ul>	<ul style="list-style-type: none"> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- Tuanan DO interview</li> <li>- Tudan locals interview</li> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- ITBC/UMS interview</li> <li>- Tuanan DO interview</li> <li>- Tudan locals interview</li> </ul>	

**3. Five Evaluation Criteria**  
**Relevance**

Survey Items	Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
	Sub-Survey Items				
Necessity	Does the project meet local development needs?	Whether there have been no changes in local development needs in Sabah state after the project started.	Whether there have been no changes in local development needs in Sabah state after the project started.	Needs on the biodiversity and ecosystems conservation in Sabah state	- Preliminary Survey Reports review
Priority	Is the project in line with the development policy of Malaysia?	Whether there have been no changes in the Malaysia and Sabah's national or state development policy after the project started.	Whether there have been no changes in the Japan's ODA policy towards Malaysia after the project started.	Malaysia and Sabah's national or state development plan and related policies on biodiversity and ecosystems conservation - 10 <sup>th</sup> Malaysia Plan (2011-2015) - Direction of Sabah State Development and Advancement (Halatju) (2006-2013) Japan's ODA policy towards Malaysia - Country Assistance Policy for Malaysia (April 2012) - Rolling Plan for Malaysia (April 2014)	- Preliminary Survey Reports review
Appropriateness of project means	Is the project in line with the Japan's ODA policy?	Whether there have been no changes in the Japan's ODA policy towards Malaysia after the project started.	Whether there have been no changes in the Japan's ODA policy towards Malaysia after the project started.	Japan's ODA policy towards Malaysia - Country Assistance Policy for Malaysia (April 2012) - Rolling Plan for Malaysia (April 2014)	- Preliminary Survey Reports review - Japan's ODA policy review
	Is the project appropriate as a strategy for producing an effect to the development issues in Malaysia?	- Whether the project approach/design is appropriate as the means of achieving the project purpose and overall goal. - Existence of inconsistency and problems of PDM	- Whether the project approach/design is appropriate as the means of achieving the project purpose and overall goal. - Existence of inconsistency and problems of PDM	- Evaluation to the project approach/design by stakeholders - PDM	- Experts interview - State gov. interview
	Is the selection of target area/group appropriate?	Whether the selection of pilot site is appropriate.	Whether the selection of pilot site is appropriate.	Opinions of relevant persons	- Experts interview - State gov. interview
	Can the project become widespread to other areas/groups?	Whether the project activities can be spread to other areas/groups.	Whether the project activities can be spread to other areas/groups.	Opinions of relevant persons	- Experts interview - State gov. interview

**Effectiveness**

Survey Items	Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
	Sub-Survey Items				
Prospect for achieving project purpose	Is there any prospect for achieving project purpose by the end of the project?	Indicators of project purpose	Indicators of project purpose	Results of Indicators of project purpose	Same as "1. Achievement of the Project"
Causal relationship	Are outputs enough to achieve project purpose?	- Whether project purpose will be achieved as a result of the achievement of outputs. - Existence of contributive factors to the	- Whether project purpose will be achieved as a result of the achievement of outputs. - Existence of contributive factors to the	- Achievement level of outputs - Examples of contributive factors	- Experts interview - State gov. interview

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Are there any obstructive factors against the achievement of project purpose?  Will the important assumptions towards project purpose not give influence on the project?		achievement of project purpose other than outputs		
		<ul style="list-style-type: none"> <li>- Existence of negative factors that inhibit the achievement of project purpose</li> <li>- Whether any correspondence to the obstructive factors is taken.</li> </ul> Existence of important assumptions that have given influence on project purpose	<ul style="list-style-type: none"> <li>- Examples of obstructive factors</li> <li>- Examples of correspondence to the obstructive factors</li> </ul> Important assumptions that gave influence on the project	<ul style="list-style-type: none"> <li>- Experts interview</li> <li>- State gov. interview</li> </ul> Same as "1. Achievement of the Project"

### Efficiency

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Achievement of outputs  Causal relationship	Is the achievement level of outputs favorable?  Are inputs and activities appropriate in achieving outputs?	Indicators of outputs	Results of Indicators of outputs	Same as "1. Achievement of the Project"
	Are there any obstructive factors against the achievement of outputs?  Is there any influence by the important assumptions towards outputs?	<ul style="list-style-type: none"> <li>- Whether activities are necessary and sufficient conditions in just proportion for achieving outputs.</li> <li>- Whether inputs are necessary in just proportion for implementing the project activities.</li> <li>- Existence of negative factors that inhibit the achievement of outputs</li> <li>- Whether any correspondence to the obstructive factors is taken.</li> </ul> Existence of important assumptions that have given influence on outputs	<ul style="list-style-type: none"> <li>- Actual inputs</li> <li>- Actual activities implemented</li> </ul> <ul style="list-style-type: none"> <li>- Examples of obstructive factors</li> <li>- Examples of correspondence to the obstructive factors</li> </ul> Important assumptions that gave influence on the project	<ul style="list-style-type: none"> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- ITBC/UMS interview</li> <li>- Iwaran DO interview</li> </ul> Same as "1. Achievement of the Project"
Appropriateness of inputs from Malaysian side	Are the head count, placement and skills of C/P appropriate?  Are the facilities from Malaysian side appropriate?  Are the local costs from Malaysian side appropriate?	Existence of problems in the head count, placement and skills of C/P  Existence of problems in facilities provided by Malaysian side  Existence of problems in local costs from Malaysian side	Problems in the head count, placement and skills of C/P  Facilities provided by Malaysian side  Local costs from Malaysian side	Same as "2. Implementation Process" <ul style="list-style-type: none"> <li>- Project reports &amp; references review</li> <li>- Project reports &amp; references review</li> </ul>



Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Appropriateness of inputs from Japanese side	Are the number of experts dispatched, their fields of expertise, and timing and period of dispatch appropriate?	Existence of problems in the number of experts dispatched, their fields of expertise, and timing and period of dispatch	- PO - Allocation and assignment of experts	- Experts interview - State gov. interview
	Are the number of trainees, their fields, training contents, training period and timing of overseas training appropriate?	Existence of problems in the number of trainees, their fields, training contents, training period and timing of overseas training	Past record of overseas training	- Project reports & references review
	Are the type, quantity and timing of the installation of equipment appropriate?	Existence of problems in the type, quantity and timing of the installation of equipment	List of equipment provided	- Project reports & references review
	Are the project budget and local costs appropriate?	Existence of problems in the project budget and local costs	Local costs from Japanese side	- Project reports & references review

**Impact**

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
Prospect for achieving overall goal	Is there any prospect for achieving overall goal after the project?	Indicators of overall goal	Results of indicators of overall goal	Same as "1. Achievement of the Project"
	Does overall goal not lose touch with project purpose?	Whether the setting level of overall goal is appropriate.	Opinions of relevant persons	- Experts interview - State gov. interview
Causal relationship	Are there any obstructive factors against the achievement of overall goal?	Existence of negative factors that inhibit the achievement of overall goal	Examples of obstructive factors	- Experts interview - State gov. interview
	Will the important assumptions towards overall goal not give influence on the project?	Existence of important assumptions that is likely to give influence on overall goal	Important assumptions that is likely to give influence on the project	Same as "1. Achievement of the Project"
Other impacts	Are there any project impacts on policies and systems of Malaysia?	Existence of project impacts on national policies and systems of Malaysia	National policies and systems newly made or revised by the project	- Project reports & references review
	Are there any positive or negative impacts that are not planned at the time of planning but have been produced by the project?	Existence of positive or negative impacts that are not planned at the time of planning but have been produced by the project	Examples of positive and negative impacts	- Experts interview - State gov. interview - ITBC/UMS interview - Tuanan DO interview

Evaluation Questions		Criteria for Judgment	Necessary Data	Data Source / Data Collection Methods
Survey Items	Sub-Survey Items			
<b>Sustainability</b>				
<b>Evaluation Questions</b>				
<b>Sub-Survey Items</b>				
Policy and institutional aspect	Will the political support by the Sabah state government be carried on?	<ul style="list-style-type: none"> <li>- Whether biodiversity and ecosystems conservation will be continuously placed as an important issue in Sabah state.</li> <li>- Whether SBS will be surely implemented with support of Sabah state government.</li> </ul>	Opinions of relevant persons	<ul style="list-style-type: none"> <li>- State gov. interview</li> </ul>
	Will the project effects be disseminated to other areas?	Whether there is any practical plan for introducing and adopting the achievements and lessons learned in the pilot site to other internal and external regions of Sabah state.	Plan for introducing and adopting the achievements and lessons learned in the pilot site to other regions/districts	<ul style="list-style-type: none"> <li>- State gov. interview</li> </ul>
Organizational aspect	Will the organizational support by Malaysian side be carried on?	<ul style="list-style-type: none"> <li>- Whether the inter-agency coordination to implement SBS by NRO or SaBC will be reinforced.</li> <li>- Whether the appropriate allocation of roles and responsibilities between NRO and SaBC will be made.</li> </ul>	Opinions of relevant persons	<ul style="list-style-type: none"> <li>- State gov. interview</li> </ul>
Financial aspect	Will the Saba state government allocate the budget for sustaining the project effects?	Whether Sabah state government will secure the budget for implementing SBS.	Budget plan related to SBS in Sabah state	<ul style="list-style-type: none"> <li>- State gov. interview</li> </ul>
Technical aspect	Do project stakeholders have enough skills for sustaining the project effects?	<ul style="list-style-type: none"> <li>- Whether officials of Sabah state gov. have management skills to appropriately implement the activities for SBS.</li> <li>- Whether district officers and local residents of pilot site are able to conduct and disseminate what they learned at the training provided by the project.</li> </ul>	Opinions of relevant persons	<ul style="list-style-type: none"> <li>- Experts interview</li> <li>- State gov. interview</li> <li>- ITBC/UMS interview</li> <li>- Tuanan DO interview</li> <li>- Tudan locals interview</li> </ul>

## Annex 5 Schedule of Mid-term Review

Date			Progression
1	11-Jun	Thu	A team member arrives at Kota Kinabalu
2	12-Jun	Fri	Interview with JICA experts Interview with Department of Agriculture
3	13-Jun	Sat	Project site visit (Kg. Tudan)
4	14-Jun	Sun	Documentation
5	15-Jun	Mon	Interview with NRO Interview with SaBC
6	16-Jun	Tue	Interview with Sabah Parks Interview with Sabah Wildlife Department
7	17-Jun	Wed	Interview with ITBC, UMS Interview with Department of Irrigation and Drainage
8	18-Jun	Thu	Interview with Sabah Forestry Department Interview with Tuaran District Office
9	19-Jun	Fri	Interview with Sabah Tourism Board Interview with Environmental Protection Department Other team members arrive at Kota Kinabalu
10	20-Jun	Sat	Project site visit (Kg. Tudan)
11	21-Jun	Sun	Internal meeting among team members
12	22-Jun	Mon	Courtesy call to the Secretary of NRO Meeting with NRO staff
13	23-Jun	Tue	Interview with Sabah Parks Courtesy call to the Director of Department of Agriculture
14	24-Jun	Wed	Interview with ITBC, UMS Meeting with NRO staff
15	25-Jun	Thu	Discussion on the draft Mid-term Review Report at the PMC meeting Courtesy call to the Vice Chancellor of UMS
16	26-Jun	Fri	Interview with SaBC Meeting on the revision of draft Mid-term Review Report
17	27-Jun	Sat	SATREPS Project site visit (Keningau)
18	28-Jun	Sun	Internal meeting among team members
19	29-Jun	Mon	Revision of the draft report based on the comments
20	30-Jun	Tue	Courtesy call to the Sabah State Secretary Attendance at the PSC meeting (Signing of MM)
21	1-Jul	Wed	Team members leave at Kota Kinabalu - arrive at Tokyo

## Annex 6 Inputs Provided

### 1. List of Experts

#### Long-term Experts

Name	Assignment
Mr. Kazunobu Suzuki	Chief Advisor
Mr. Ryotaro Takano	Project Coordinator

#### Short-term Experts

Name	Assignment
Dr. Motohiro Hasegawa	CRBR Management
Dr. Masaaki Yoneda	CRBR Management
Dr. Mitsuru Osaki	Satoyama Technology
Dr. Nobuyuki Tsuji	Satoyama Technology, Sustainable Leadership
Dr. Yoshiki Sato	Satoyama Technology
Dr. Makoto Tamura	Sustainable Leadership

## 2. List of Equipment

No	Item	Specification	Quantity	Unit Price (RM)	Location
1	Laptop computer	S550C	1	2,399	NRO
2	Laptop computer	S550C	1	2,399	NRO
3	Portable GPS	GPSmap 62SC	1	1,900	NRO Kg. Tudan
4	Spectrophotometer spectroquant (Soil Analysis)	Pharo 100	1	14,000	ITBC, UMS

## 3. Local Operational Cost

Unit: RM

No	Item	JFY2013	JFY2014	JFY2015	Total
1	Air Fare	80,812.00	26,236.00		107,048.00
2	Travel Allowance	28,733.80	24,442.70		53,176.50
3	Fees and Honorarium	105,140.53	200,696.17		305,836.70
4	Refreshment	2,074.00	2,362.50		4,436.50
5	Communication	4,568.05	7,083.55		11,651.60
6	Miscellaneous	143,473.37	253,465.08		396,938.45
Total in local currency		364,801.75	514,286.00		879,087.75
Total in US dollars		115,642.15	156,857.23	6,118.75 (Until 20 April 2015)	278,618.13

#### 4. List of Participants of Training in Japan

JFY 2013

No	Name	Position/ Organization	Training Period	Title of Training Course
1	ABD. RAHIM AG. YAHYA	Officer in Charge (Padang Taratak Wildlife Sanctuary, Beaufort, Sabah), Sabah Wildlife Dept.	May, 21 – July, 9	Conservation and Sustainable Use of Biodiversity to the Wetland Ecosystems on Community Base
2	SITI ZUBAIDAH A. ABDULLAH	Planning Officer (Corporate Affairs), Sabah Forestry Dept.	May, 21 – July, 9	Conservation and Sustainable Use of Biodiversity to the Wetland Ecosystems on Community Base
3	ASLINA BAHARUM	Resigned – Lecturer in one of Malaysia Local University, Forest Research Institute Malaysia (FRIM)	August, 4 – September 13	Biodiversity Information System
4	JABI BIN TANANAK	Senior Research Officer, Agriculture Research Station, Dept. of Agriculture	September, 17 – October, 19	Regional Development by Sustainable of Biodiversity
5	CHUNG CHING YIAN	Administrative Officer, SaBC	September, 18 – November, 6	Remote Sensing of Forest Resources
6	BERNEDINE PRIDIN	Engineer (Water Resources Management Section), Dept. of Irrigation and Drainage	September, 2 – November, 2	Integrated Basin Management for Lake Environment
7	RODIUS TIMBUONG	Assistant Director - Extension, Dept. of Agriculture	October, 20 – November, 30	Integrated Agriculture and Rural Development through the Participation of Local Farmers
8	YASSIN MIKI	Park Manager, Sabah Parks	October, 29 – December, 7	Collaborative Management of Protected Area
9	BERNADETTE JOEMAN	Manager, Rainforest Discovery Centre, Sabah Forestry Dept.	November, 13 – November, 17	The First Asia Parks Congress
10	LUDI APIN	Assistant Director (Park Management & Operation), Sabah Parks	November, 13 – November, 17	The First Asia Parks Congress
11	GERALD JETONY	Senior Geologist, NRO	November, 13 – November, 17	The First Asia Parks Congress
12	HUSSIN TUKIMAN	District Forestry Officer (Kinabatangan), Sabah Forestry Dept.	November, 13 – November, 17	The First Asia Parks Congress
13	GEORGE GAING	Deputy Director, SaBC	November, 13 – November, 17	The First Asia Parks Congress

No	Name	Position/ Organization	Training Period	Title of Training Course
14	AUGUSTINE TUUGA	Deputy Director, Sabah Wildlife Dept.	November, 13 – November, 17	The First Asia Parks Congress
15	PROF. DR. CHARLES SANTHANAR AJU VAIRAPPAN	Director, ITBC, UMS	February, 3 – February, 8	Development of Green Economy
16	DR. AWANGKU HASSANAL BAHAL PENGIRAN BAGUL	Senior Lecturer/Researcher, Faculty of Business, Economics and Accountancy, ITBC, UMS	February, 3 – February, 8	Development of Green Economy

**JFY 2014**

No	Name	Position/ Organization	Training Period	Title of Training Course
1	ELNE BETRECE JOHNLEE	Research Officer, Sabah Forestry Dept.	May, 20 – July, 9	Conservation and Sustainable Use of Biodiversity to the Wetland Ecosystems on Community Base
2	AMAT MOHD. YUSOF	Secretary, NRO	August, 17 – August, 23	Community Development Towards a Society in Harmony with Nature
3	IDRUS SHAFIE	Director, Dept. of Agriculture	August, 17 – August, 23	Community Development Towards a Society in Harmony with Nature
4	ABD. MOHD. IBNU HJ. ABDUL KADIR BABA	District Officer, Tuaran District Office	August, 17 – August, 23	Community Development Towards a Society in Harmony with Nature
5	ROYSTON TIAM	Assistant Administrative Officer, Sabah Parks	September, 23 – October, 25	Improvement of Environmental Education Technique for Biodiversity Conservation
6	BAHAR MOHAMMAD SAPIRE	Teacher, SK. Tansau Putatan, Sabah Education Dept.	September, 23 – October, 25	Improvement of Environmental Education Technique for Biodiversity Conservation
7	AWANG SHAHMINAN SAHARI	Head of Water Resources Unit, NRO	October, 13 – November, 15	Promotion of SATOYAMA Initiative
8	POSIN MOHD. ALI	Assistant Administrative, NRO	October, 13 – November, 15	Promotion of SATOYAMA Initiative
9	SADIB MIKI	Chairman, Development and	January 10 – January 31	Sabah Focused Training:

No	Name	Position/ Organization	Training Period	Title of Training Course
		Safety Village Committee of Kg. Kiau Nuluh, Ecolinc, Sabah Parks		Communication, Education, Participation and Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
10	PANGERAN SELUTAN	Chairman, FORMADAT, Long Pasia	January 10 – January 31	Sabah Focused Training: Communication, Education, Participation and Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
11	ATILIN DONIU	Assistant District Officer (Administrative), Tambunan District Office	January 10 – January 31	Sabah Focused Training: Communication, Education, Participation and Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
12	NAINIE PASA	Education Officer (English Literacy Officer), Papar District Education Office, Sabah Education Dept.	January 10 – January 31	Sabah Focused Training: Communication, Education, Participation and Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
13	JENIUS GADIMAN	Local community/ teacher (representative from Kg. Tudan, Tuaran District)	January 10 – January 31	Sabah Focused Training: Communication, Education, Participation and Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
14	JAMES GILUK	Engineer, Dept. of Irrigation and Drainage	January 10 – January 31	Sabah Focused Training: Communication, Education, Participation and



No	Name	Position/ Organization	Training Period	Title of Training Course
				Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
15	VIRUS MALITAM	Assistant District Officer (Administrative), Keningau District Office	January 10 – January 31	Sabah Focused Training: Communication, Education, Participation and Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
16	DALIMAH BAHAN	Senior Administrative Assistant, NRO	January 10 – January 31	Sabah Focused Training: Communication, Education, Participation and Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
17	ALESSANDRA MARKOS	Project Officer (Environmental Education and Communication), SDBEC Office	January 10 – January 31	Sabah Focused Training: Communication, Education, Participation and Awareness (CEPA) for Biodiversity Conservation and Sustainable Development
18	PRISCA THOMAS	Assistant Director, Dept. of Irrigation and Drainage	Jan 25 – Feb 28	Sustainable Natural Resources Management Through Collaborative Management of Protected Areas

## JFY 2015

No	Name	Position/ Organization	Training Period	Title of Training Course
1	MICHELLE YAP SUE SEM	Sabah Forestry Department	19 May – 8 July	Sustainable Use of Wetland Resources for Local Benefit
2	JIMLI PERIJIN	Sabah Wildlife Department	1 June – 7 August	GIS and Remote Sensing utilized for Biodiversity Information System

No	Name	Position/ Organization	Training Period	Title of Training Course
				and Participatory Approach toward Biodiversity Conservation Actions

## 5. List of Counterpart

Name	Title and Organization
YB Tan Sri Datuk Seri Panglima Sukarti bin Wakiman	Sabah State Secretary (Project Director)
Prof. Datuk Dr. Mohd Harun Abdullah	Vice Chancellor, University of Malaysia, Sabah (Deputy Project Director)
Tn. Hj. Amat Md. Yusof	Director, Natural Resources Office (Project Manager)
Mr. Gerald Jetony	Natural Resources Office
<b>Organization</b>	
Sabah Biodiversity Centre	
Sabah Parks	
Sabah Forestry Department	
Sabah Wildlife Department	
Department of Irrigation and Drainage	
Environment Protection Department	
Department of Agriculture	
Land and Survey Department	
Department of Fisheries	
Town and Regional Planning	
Sabah Tourism Board	
State Economic Planning Unit	
Department of Environment	
Institute for Tropical Biology and Conservation, University of Malaysia, Sabah	
Tuaran District Office	

## 6. Local Operational Cost

Unit: US dollars

Fiscal Year	FY2013	FY2014	FY2015
Amount	571.61	1,100.24	501.39

## Annex 7 Self-Evaluation Sheet by the Project (as of May 20, 2015)

Project Name	Project on Sustainable Development for Biodiversity and Ecosystems Conservation in Sabah
Country	Malaysia
Executing Agency	Sabah State Government, UMS and JICA
Cooperation Period	July 2013 to 30 June, 2017 (four years) * 16 March 2013 to 30 June 2013 (preparation phase)

**I. Achievements against Plan**  
**Achievements against Project Purpose and Objectively Verifiable Indicators**

Project Purpose	Objectively Verifiable Indicators	Achievements	Important Assumptions
Sustainable development is promoted.	<p>1. Advising and Monitoring Panel of SBS becomes functional.</p> <p>2. Planned targets in SBS are achieved.</p> <p>3. The progress of SBS implementation is regularly shared and discussed in Sabah Biodiversity Council or other important decision making bodies.</p>	Institutional arrangement for SBS monitoring is needed at first. Then, SDBEC will facilitate SBS monitoring.	

(Note) SBS was finally approved by the cabinet on 8 Dec, 2014 though it was drafted in 2008 during BBEC2. Now, Sabah State government is in the process of institutional arrangements for implementing and monitoring the strategy.

**Achievements against Outputs and Objectively Verifiable Indicators**

Outputs	Objectively Verifiable Indicators	Achievements	Important Assumptions
Output 1: Capacity is developed in respect to realising a society in harmony with nature in the project sites	<p>1-1 Annual Plan for LKSW and Annual Plan and Management Plan for CRBR are prepared, implemented and monitored.</p> <p>1-2 Key issues are addressed during regular discussions among all the JICA-supported projects in LKSW.</p> <p>1-3 At least 80% of local beneficiaries in the pilot sites are satisfied with the capacity building activities under the project.</p> <p>1-4 At least 2 key alternative livelihood activities are identified and demonstrated by the local beneficiaries in the pilot sites.</p> <p>1-5 The level of awareness among the CEPA beneficiaries on conservation is improved.</p>	<p>1-1 in progress</p> <p>1-2 Issues such as riparian area conservation were shared by JICA Partnership Program (Rakuno Gakuen University). (Note: Project site of SATREPS was changed to Keningau.)</p> <p>1-3 At this stage, no dissatisfaction was observed.</p> <p>1-4 Alternative livelihood activities such as organic farming, mulberry and bee-keeping were identified at Kg.Tudan through pilot activities.</p> <p>1-5 It was found through on-site observation that awareness level of participants of CEPA activities was improved. It needs to assess the level in a quantitative manner.</p>	
Output 2: The Sabah's experiences are shared nationally and internationally for biodiversity conservation and sustainable development	<p>2-1 At least 5 documents are generated regarding the Sabah's experiences.</p> <p>2-2 At least 4 national seminars, workshops or conferences are organised.</p> <p>2-3 Counterpart agencies participate in at least 2 international seminars, workshops or conferences.</p> <p>2-4 At least 50 TCTP participants participates the knowledge sharing activities supported by the project.</p>	<p>2-1 Several documents were generated through Asia Park Congress in Japan in 2013, World Park Congress in Australia in 2014, TCTP and so on. Number of the document will be checked.</p> <p>2-2 International Symposium on Conservation and Management of Wetlands (ISCMW) 2014 was co-organized jointly by Sabah Wetlands Conservation Society.</p> <p>2-3 Counterpart agencies participated in Asia Park Congress</p>	

Outputs	Objectively Verifiable Indicators	Achievements	Important Assumptions
	<p>2-5 At least 90% of participants express their satisfaction regarding the TCTP.</p> <p>2-6 National / International network on biodiversity is established with Sabah.</p> <p>2-7 Ideas of Sabah Biodiversity Strategy are incorporated into National Biodiversity Strategy in Malaysia to be prepared in 2014.</p>	<p>in Japan in 2013, World Park Congress in Australia in 2014, IPSI meeting at Korea in 2014.</p> <p>2-4 Up to now, 33 in total (13 in 2013 and 20 in 2014) have participated in the TCTP.</p> <p>2-5 Evaluation by ITBC/UMS indicated that most of participants expressed satisfaction.(we need to check with ITBC, but all participants expressed satisfaction.)</p> <p>2-6 1) NRO, Sabah became the first and official IPSI member, and shared Sabah's experiences in the context of Satoyama at IPSI meeting in South Korea in October,2014.</p> <p>2) Field trips to Ramsar site in Malaysia (Peninsula part and Sarawak) were organized to seek and discuss national networking, and result was shared with Federal government (Ministry of Natural Resources and Environment) and discussion was made. Furthermore, Ramsar network in Malaysia was discussed on the occasion of International Symposium on Conservation and Management of Wetlands (ISCMW) 2014.</p> <p>3) SFD is in the process of developing Ramsar network with Japan.</p> <p>2-7 Ideas of SBS were incorporated into NBSAP.</p>	

**II Summary of Evaluation**  
**Level of Achievement against Target**

Level of Output Achievement		Factors which Promoted/Impeded Achieving the project Purpose
Output 1:	<p><b>Percentage of Achievement 20%</b></p> <ul style="list-style-type: none"> <li>• Key alternative livelihood activities were identified.</li> <li>• Annual plan for LKSW and annual plan/management plan for CRBR are not prepared at this stage, but Sabah is in the process.</li> <li>• The level of satisfaction (1-3) and awareness (1-5) will be assessed.</li> </ul>	<p><b>Contributing Factors:</b></p> <p><b>Impeding Factors:</b>            Role and function of NRO and SaBC in the implementation has not been recognized by consensus among stakeholders.</p>
Output 2:	<p><b>Percentage of Achievement 75%</b></p> <ul style="list-style-type: none"> <li>• Organizing at least 4 national seminars, workshops or conferences is challenges.</li> <li>• Considering TCTP is 3 years-program, the number of TCTP participants "50" is achievable.</li> </ul>	<p><b>Contributing Factors:</b></p> <p><b>Impeding Factors:</b></p>

**III Summary of Evaluation Result (draft)**  
**How each “Activity” contributed to achieve the “Project Outputs” / Issues and Lessons Leant/ Possible Countermeasures (draft): Issues and Lessons Leant for each Project “Activity” and possible future action plans/ countermeasures**

**Output 1:**

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure
<p>1-1 To support the preparation of annual action plans for LKSW, and annual plan/management plan for CRBR and monitor the implementation</p>	<p>(1) LKSW DPO (Detailed Plan of Operation) was prepared, and activities such as EE race (October, 2013) and CEPA Kit Training (August, 2014) were implemented in accordance with LKSW Management Plan. However, annual action plan which was instructed by the Management Plan was not prepared.</p> <p>NRO organized buffer zone management meeting on 10 April, 2014 for the first time under SDBEC.</p> <p>(2) CRBR CRBR was designated as UNESCO MAB in June, 2014. After that, with technical assistance from Dr. Yoneda and Dr.Iguchi, a serious of meeting including a stakeholder meeting and workshops were organized to discuss framework of Management Plan. Though SPs has been working so far as a leading agency, framework including implementation structure has not yet been developed.</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p> <ul style="list-style-type: none"> <li>• Role and function of NRO and SaBC was not clearly recognized by stakeholders.</li> </ul>	<p>(Lessons Learnt)</p>	<p>(1) LKSW Management plan should be monitored. It was agreed by 7<sup>th</sup> SDBEC Management Committee (30 march,2015) that NRO and SFD would set a meeting on Core Zone Management Meeting in April and Buffer Zone Management Meeting in April or May respectively for sharing the progress of the plan with relevant stakeholders. Implementation and coordination of the LKSW Management Plan was approved by the State Cabinet, and it included the responsibility of SaBC. As it was cabinet decision, it could not be changed except by the cabinet. Since there were no works done on the coordination, NRO will call a monitoring meeting in April or May, 2015 and document all activities implemented in the core area and buffer zone. It is expected that SFD will compile all CEPA-related activities and monitor the progress of LKSW Management Plan in the field of CEPA.</p> <p>(2) CRBR SPs will conduct a series of seminars/workshops, and the Management Plan will be hopefully developed by the end of the year. In the management plan of CRBR, it will be suggested that buffer zone (beyond SPs jurisdiction) management be led by relevant agencies, especially by NRO. Due to the new set up proposed by the Council Meeting which stated SaBC as</p>



Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure
<p>1-2 To facilitate discussions among all the green technology / nature conservation projects in LKSW supported by JICA through the continuous engagement of counterpart agencies and other stakeholders and facilitate meetings and knowledge sharing regularly</p>	<p>SDBEC has been communicating with SAITREPS and JICA Partnership Program (Rakuno Gakuen University) to share the progress of activities.</p> <p>SDBEC supported effective implementation of the above two projects and another JICA Partnership Program (Yame City) through information sharing and proper arrangements including facilitation of RD singing, arrangements of training in Japan and etc. One note to be highlighted here is NRO gave full supports to SAITREPS about site selection of a pilot plant. (note: due to security situation in eastern parts of Sabah, SAITREPS had to find a suitable oil palm plant in western parts.)</p> <p>SDBEC jointly with JICA Partnership Program (Rakuno Gakuen University) and JOCV at EAC implemented REEP in Papar.</p> <p>SDBEC invited Pro.Shirai and Prof. Kaneko to the 2<sup>nd</sup> Project Management Committee on 26 November, 2013, and Pro.Ali and Ms.Kosuga to the 4<sup>th</sup> Project Management Committee on 25 June, 2014 to share the progress of each project as well as to seek collaboration</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt)</p>	<p>focal point on role of coordinating relevant agencies, it is also suggested that SPs make this clear and call a meeting in April. Apart from official meeting above, internal discussion between NRO and SaBC should be held. Overall, the issue on NRO and SaBC should be discussed at the council. the issue on NRO and SaBC should be decided by the State Government.</p> <p>SDBEC will continuously play a coordinating role in getting synergy effects through collaboration with other JICA projects in Sabah. Most importantly, SDBEC should facilitate implementation of SBS by such synergy effects.</p>

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure
<p>1-3 To collaborate with other programmes and donor agencies for resource mobilisation in the implementation of management international frameworks (i.e. Ramsar network, the Satoyama initiatives, CBD-COP, international research networks, etc.)</p> <p>1-4 To support concerned agencies for mobilising necessary technical and financial resources of federal, state and local governments and international frameworks for livelihood promotion and poverty alleviation</p>	<p>with stakeholders.</p> <p>As mentioned above, NRO became the first IPSI member. NRO was active in sharing information and knowledge by utilizing IPSI network.</p> <p>SDBEC has been communicating with international communities through e-mail.</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt)</p>	<p>NRO is ready to organize a Satoyama symposium with IPSI secretariat, UNU, and waiting for a reply from UNU.</p> <p>(As for collaboration with other donors, it is challenging as Sabah currently has EU project (REDD+) and UNDP/GEF project (biodiversity)).</p>
<p>SDBEC reviewed exciting various schemes and programs in Malaysia and Sabah in the field of livelihood promotion and poverty alleviation.</p> <p>SDBEC is supporting Kg.Tudan community and JKKK (the Chairman of the Village Security and Development Committee) for mobilizing technical resources by DoA (PRA training, bee-keeping training, and mulberry cooking training), SPs, DID and EAC (REEP and waste management).</p> <p>Women group at Kg.Tudan has gain financial support under federal government program AIM (Amanah Ikhtiar Malaysia). SDBEC has been supporting women group in align with AIM through a close communication with group leader, who is also current JKKK chairman.</p> <p>SDBEC facilitated the collaboration between Kg.Tudan and ITBC/UMS in the field of research-based livelihood improvement activities such as mulberry and tourism. ITBS/UMS has submitted research proposal to federal and is waiting for a result.</p>	<p>Contributing Factors:</p> <p>Strong support and willingness to work with SDBEC by local government (Tuaran District), research institute (ITBC/UMS) are contributing factors.</p> <p>Good support by DoA in implementing Beekeeping.</p> <p>Threes staff at NRO participated in the training in Japan on awareness and Satoyama. And one staff had a visit to Costa Rica to learn advanced practices in PES. Their knowledge gained abroad can be a driving force to move forward.</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt)</p> <p>Regular communication and engagement with various stakeholders is indispensable to look for opportunities to work together. Particularly, considering that Kg.Tudan has potential for education and research, information sharing and knowledge based communication (such as sustainable leadership training in February, 2015) with education and research institutes/organizations are good way.</p> <p>Training in Japan is one step but a big step in the wider and longer picture. Action plan developed in Japan can be a "Project Seed". If project in Sabah can be carefully designed based on the action plan, project can smoothly proceed with strong momentum of staff concerned. Moreover, utilizing action plan to design project can contribute to sustainability of activities if action plan is developed with proper technical assistance by training course</p>	<p>SDBEC will follow up on-going initiatives by Tuaran District and ITBC/UMS.</p> <p>SDBEC will enhance communication with multi-stakeholders to mobilize resources.</p> <p>Through the pilot project at Babagon, Penampang, NRO will communicate with GEF and private sectors to look for collaboration to establish PES mechanism.</p>	

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure
<p>1-5 To pilot livelihood improvement for community-based conservation through agriculture improvement, sustainable landuse, ecotourism and private business participation in marketing in collaborations with local government units, NGOs and concerned agencies</p>	<p>SDBEC was invited by Tuaran District to Tuaran Poverty Alleviation Committee as an official member. SDBEC shared the content and progress of the project at that occasion, and Tuaran District placed high priority on Kg.Tudan in the context of its development policy. As a result, Tuaran District will nominate Kg.Tudan as a model village under the scheme "Kampung Sejahtera 1 Malaysia" and now is liaising with federal.</p> <p>NRO is ready to implement PES pilot project at Babagon, Perampang based on PES Study implemented by SDBEC.</p> <p>SDBEC worked for collaboration with Consular Office of Japan in KK about Grant Assistance for Grass-Roots Human Security Projects. No progress has been made so far.</p>	<p>Contributing Factors: Community's strong willingness to participate in the pilot project, strong leadership by JKKK chairman and head of village, strong commitment by the government (Sabah State agencies namely, Tuaran District office, DoA, DID and NRO) are contributing factors.</p> <p>Impeding Factors:</p>	<p>leader in Japan and is authorized by the organizations which staff belongs to.</p>	
<p>1-5 To pilot livelihood improvement for community-based conservation through agriculture improvement, sustainable landuse, ecotourism and private business participation in marketing in collaborations with local government units, NGOs and concerned agencies</p>	<p>Based on the decision by the state government about pilot project site, SDBEC started pilot project activities at Kg. Tudan and developed communication channel with communities. Then, SDBEC designed project framework including necessary inputs planning, and discussed with stakeholders. After endorsement by the state government, SDBEC started facilitation of implementation of the pilot project.</p> <p>Under the contract between JICA and ERE, detailed basic survey was conducted and community profile was developed. P3DM activity was also implemented in the very participatory</p>	<p>Contributing Factors: Community's strong willingness to participate in the pilot project, strong leadership by JKKK chairman and head of village, strong commitment by the government (Sabah State agencies namely, Tuaran District office, DoA, DID and NRO) are contributing factors.</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt) As is the case with 1-4, action plan is a good instrument for keeping momentum and initiative. Pilot project was designed based on the action plan developed by a focal point at DoA. Technical inputs by training course leader (Dr. Yoneda) were incorporated in the action plan to verify feasibility.</p> <p>In case of community-based conservation project, we should utilize local resources as much as possible as it takes time for outsiders including foreigners to adopt themselves to local custom and culture.</p>	<p>SDBEC in consultation with ERE will compile final report, and present to all stakeholders concerned to stimulate further discussion. Final report will include some recommendations, lessons learnt and possible actions in future to ensure that Sabah State government will initiate activities in future.</p> <p>SDBEC will pursue collaboration with private sectors.</p> <p>SDBEC will develop basic design of 2<sup>nd</sup> pilot project at Kg. Simtuong Tuong and Kg. Kiporing in Tambunan.</p>

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure
	<p>manner with communities. Report on 1<sup>st</sup> stage (preparation stage) and 2<sup>nd</sup> stage (consultation stage) were prepared. Moreover, land use map, resource map and short-video were also prepared.</p> <p>With technical support by Hokaido University, SDBEC helped communities to make bio-char from bamboo and compost by utilizing local resources such as weed, rotten fruits, kitchen waste and etc. and showed tangible results. (with bio-char /compost, vegetable can grow fast compared without bio-char /compost.)</p> <p>In close cooperation with relevant departments/agencies including NRO, DoA, SPS, SFD, DID, ITBC and Tuaran District, some activities such as cooking mulberry, environmental education (REEP), PRA, bee-keeping, soil survey and etc. were implemented.</p> <p>Progress of the pilot project at Kg.Tudan was shared timely and regularly among stakeholders and senior staff (State Secretary), and IPSI members at Republic of Korea.</p> <p>ITBC/UMS initiated their own research on "ASSESSMENT OF COMMON TRADITIONAL HERBAL INGREDIENTS OF THE DUSUN TRIBE OF KAMPUNG TUDAN, TUARAN" based on the result of SDBEC pilot project at Kg.Tudan. SDBEC supported this initiative by providing information and facilitated the process of communication between ITBC/UMS and Tudan communities.</p>		<p>SDBEC should devote its entire attention to facilitate the process once activities at field level commence.</p> <p>SDBEC carefully designed the framework of the pilot project at Kg.Tudan in light of the lessons learnt from CUZ practices at Kg. Ulu Senagang and Kg. Mongool Baru, Keningau. The followings are lessons learnt, to name a few.</p> <ul style="list-style-type: none"> <li>• The journey is as equally important as the destination.</li> <li>• A shared common vision for the future should be developed at first.</li> <li>• Time investments are needed to secure the future.</li> <li>• Local champions should be identified as an entry point.</li> <li>• The unique local identity should be recognized and supported.</li> <li>• International frameworks are effective tools for building general consensus among a variety of stakeholders.</li> </ul> <p>Local involvement and commitment are important in ensuring the success of the project.</p> <p>For more details, refer to our leaflet "An Innovative Approach Towards a Society in Harmony with Nature, Practices and Lessons on Collaborative Resources Management in Sabah, Malaysia Case Study of Ulu Senagang-Mongool Baru Village".</p>	

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	<p>K.g. Sintuong Tuong and K.g. Kiporing in Tambunan were selected by the state government as a second pilot site.</p> <p>SDBEC supported SPs and JOCV activities at U1 Senagang and Mongool Baru Village (alternative income generation for local community, such as handicraft).</p> <p>CUZ Management Committee was launched on 15 February, 2015 and CUZ management plan was agreed by the committee in 2015 (check date).</p>			
<p>1-6 To document the process of livelihood improvement and community-based conservation, to prepare manuals and guidelines and to disseminate the information</p>	<p>SDBEC in cooperation with ERE prepared report of 1) Preparation stage and 2) Consultation Stage with short video and some maps such as land use map and community resource map.</p> <p>SDBEC prepared manual in Malay on bio-char and composting, indicating how to make them and what to do with them.</p> <p>SDBEC compiled lessons learnt from CUZ practices at K.g. Ulu Senagang and K.g. Mongool Baru, Keningau, and made a leaflet and distributed.</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt)</p>	<p>SDBEC will prepare a report on 3<sup>rd</sup> stage (Integration Stage) in both English and Malay.</p>
<p>1-7 To support relevant agencies for the enforcement of relevant regulations to ensure implementation of large scale development projects mitigate impacts on biodiversity and ecosystem.</p>	<p>SDBEC has not identified large scale development projects which might have negative impacts on biodiversity conservation in the project area except one case. Permanent plot at Mahua, Tambunan was disengaged due to the construction of fishery center. New plot has not yet been placed. (According to SPs, the original plot was beyond SPs jurisdiction, and therefore SPs could not do anything though SPs fully recognized that the original plot was located in good environment.)</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt) Selection of sites for study/project requires identification of the status of the land.</p>	<p>As for new plot, SPs will find suitable site under SPs jurisdiction. The issues of large scale development projects in SDBEC project site should be mentioned in CRBR Management Plan.</p>

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure
<p>1-8 To organise capacity building activities for the local communities, local government units, NGOs and concerned agencies on livelihood improvement and conservation</p>	<p>As mentioned, in close cooperation with DoA, cooking mulberry, PRA, bee-keeping were organized for capacity building for local communities and local government (DoA extension Unit). These events were not only for capacity building for participants, but also for enhancing mutual understanding among participants, and between local communities and government officers.</p> <p>Some community members at Kg.Tudan were appointed as local researchers who are closely working with ERE such as data collection and analysis through field survey and interviews.</p> <p>Representative of the village were sent for training in Japan under Sabah Focus Training.</p>	<p>Contributing Factors:</p> <p>Community's strong willingness to participate in the pilot project, strong leadership by JKKK and head of village, strong commitment by the government (Sabah State and Tuaran) are contributing factors.</p> <p>Though it took time to organize DoA-led training (Bee-keeping and PRA) DoA's willingness to share knowledge and exchange views/information with local communities is also contributing factor.</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt)</p> <p>For the purpose of livelihood improvement, most-advanced or cutting edge technology is not necessarily desirable. Appropriate technology which can combine science based technology and local-based technology communities have is most suitable. In this sense, in organizing capacity building activities, it is suggested that we utilize local resources as much as possible, and that activity content be tailored to ensure that both government staff and local communities can learn each other rather than applying top-down approach (teaching something).</p> <p>Involvement of JICA in the project/activity provides synergy for cooperation and sustainability of the project.</p> <p>(Lessons Learnt)</p>	<p>SDBEC together with DoA will organize second PRA training in May and packaging training for market.</p> <p>SDBEC will consult with the State Government and communities at Kg. Sintuong Tuong and Kg. Kiporing in Tambunan about needs of capacity building.</p>
<p>1-9 To support the CEPA activities by counterpart agencies and organisations and to support the monitoring of implementation of SEEP</p>	<p>(1)JKSW CEPA Kit developed by BBEC2 was distributed to key organizations/agencies, among others, KK Wetland and RDC.</p> <p>SDBEC co-organized EE race and CEPA Kit training in cooperation with RDC in October, 2013 and August, 2014, respectively.</p> <p>(2)CRBR SDBEC co-organized REEP together with SPs, DID, EAC and ITBC/UMS in October-November, 2013 at Papar and March-July, 2014 at Tuaran/Kg.Tudan</p>	<p>Contributing Factors:</p> <p>Counterpart's willingness to actively cooperate with SDBEC is contributing factor. (Especially, RDC and UMS are quite active as an equal partner.)</p> <p>Impeding Factors:</p> <p>Security situation in east part of Sabah is, to some extent, impeding factor. While SDBEC can organize CEPA activities at SDK, not only SDBEC staff but all participants are advised not to visit Ramsar site. This led to</p>		<p>SDBEC will co-organize CEPA activities with relevant organizations.</p> <ol style="list-style-type: none"> <li>1) REEP at Babagon (August, 2015)</li> <li>2) REEP seminar (September, 2015)</li> <li>3) CEPA Kit training at Klias (July, 2015)</li> </ol> <p>SDBEC will compile all results of REEP including REEP implemented during BBEC2 into a report (publication) by the middle of 2015. This report will include lessons learnt and recommendations for future. Hopefully, draft of the report will be presented at REEP seminar for comments from participants. With this report, in accordance with decision by Steering Committee (24 October, 2014).</p>

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure
	<p>SDBEC co-organized Tanak Wetland with SEEN, specifically EPD, RDC, Sabah Wetlands Conservation Society (KK Wetland), DOE, SaBC, EAC, DoA and Tuaran District in February, 2014 at KK and Tuaran.</p> <p>(3) SEEN/SEEP The result of these activities were shared with EPD, a secretariat of SEEN.</p> <p>SEEP meeting took place on 29 January, 2014 and 20 April, 2015. SDBEC was invited and gave inputs.</p> <p>(4) Others SDBEC supported JOCV activities through technical advice and necessary arrangements for their own CEPA activities.</p> <p>Together with IIBC/UMS and South East Asian Rainforest Research Programme (SEARRP), SDBEC co-organized "Friends of Borneensis" from 13 to 15 March, 2015.</p> <p>SDBEC made MOC (Memorandum of Understanding) with Sabah Department of Environment, Ministry of Natural Resources and Environment to enhance collaboration. In accordance with this MOC, SDBEC shared CEPA-related information on a regular basis.</p> <p>This is not CEPA activities, though, but for the purpose of enhancing awareness and understanding about sustainable society, SDBEC co-organized Sustainable Leadership Course with UMS in cooperation with SSC</p>	<p>the fact that participants cannot gain hands-on experiences on site.</p>		<p>it is expected that SPs will institutionalize REEP into their own task and take a leadership in implementing REEP in future.</p> <p>SDBEC in cooperation with organizations/agencies such as SPs, DID and District Offices will conduct a survey to assess the level of awareness of REEP participants. (This survey is related to OVI 1-5 in Output 1.)</p> <p>JICA signed MOC with Ramsar in Romania on collaboration in promoting sustainable development and biodiversity. It is propose that the collaboration be used in Sabah.</p>

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure
<p>1-10 To provide recommendations for improved regulatory framework for river administration and law enforcement for conservation and non-disruptive economic activities</p>	<p>(Sustainability Science Consortium) in Japan from 10 to 12 February, 2015. Targets were UMS staff and its students, and not only lectures by JICA experts but a field trip to Kg.Tudan were organized. As a follow-up, a workshop was organized to discuss future potential of collaboration between SDBEC and UMS. As a result of this, IIBC/UMS became interested in SDBEC activities and K-g. Tudan, and developed research proposal as stated above.</p>	<p>Contributing Factors: Impeding Factors:</p>	<p>(Lessons Learnt)</p>	<p>Babagon was gazetted as water conservation area. This is the first case in Sabah, and NRO takes a lead to implement water catchment management project. This is five-year program and its ultimate goal is to establish PES mechanism. SDBEC will be supportive for this initiatives through CEPA activities (REEP and CEPA Kit Training).</p>
	<p>SDBEC carried out a study on economic incentives including PES for biodiversity conservation with focus on river basin management at CRBR. Some recommendations for future activities based on economic mechanism were provided.</p>			<p>The issues of improved regulatory framework for river administration and law enforcement for conservation and non-disruptive economic activities should be mentioned in CRBR Management Plan. Implementation of regulation and enforcement under Sabah Water Resource Enactment 1998 should be needed. Utilization of the result of permanent plot research should be also reflected into CRBR Management Plan.</p>



**Output 2.**

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure (draft)
<p>2-1 To compile the Sabah's experiences into documents and literatures to consolidate the Sabah's experiences and to undertake additional research when necessary</p>	<p>CUZ leaflet was developed. This leaflet was focusing on lessons learnt in collaborative resource management.</p> <p>Sabah's various experiences were compiled into documents such as textbook and handouts of TCTP.</p> <p>SDBEC was supposed to make a photo book on permanent plot research at CRBR which had been implemented since BREC. However, due to unavailable information and data management, it was found that this could not be realized.</p>	<p>Contributing Factors:</p> <p>Impeding Factor:</p>	<p>(Lessons Learnt)</p>	<p>SEBEC will a report about REEP. The report will include Sabah's experiences.</p> <p>The report on economic incentives including PES was prepared. This report mentioned Sabah's experiences.</p>
<p>2-2 To undertake study on possible sustainable financing mechanisms for biodiversity (i.e. the payment for ecological services (PES), biodiversity accounting, rationalisation of incentives and taxes for sustainable development, REDD+, CSR and strengthening of the Biodiversity Centre Fund, etc.)</p>	<p>SDBEC and UMS are collaboratively in the process of translation of EcoCampus Booklet in Japanese.</p> <p>SDBEC organized a study trip to Costa Rica which was most advanced country in the world in terms of PES, and learned their experiences.</p> <p>SDBEC initiated a Study on economic incentives and some recommendations were provided.</p>	<p>Contributing Factors:</p> <p>Sabah State Government is going to develop state-level PES policy with support from UNDP/GEF. This state-level commitment can contribute to SDBEC study.</p> <p>REDD+ project also proposes enhancement of State Government capacity on international funding and state governance on CSR and PES.</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt)</p>	<p>Based on recommendations by SDBEC Study, Sabah State Government will carefully study possibilities of establishment of PES mechanism through their pilot project at Babagon.</p>
<p>2-3 To design, implement and monitor/ evaluate TCTP and share developed modules and standardised monitoring framework with concerned</p>	<p>SDBEC and all relevant departments/agencies cooperated to design, implement and evaluate TCTP, and develop modules (training programme). ITBC/UMS worked</p>	<p>Contributing Factors:</p> <p>Coordination of state agencies by NRO is contributing factor.</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt)</p> <p>ITBC/UMS has been working for TCTP as not only implementer but a sort of coordinator or facilitator as well. To effectively implement TCTP</p>	<p>SDBEC and all relevant departments/agencies will continuously cooperate in 2015 and beyond (if the third cycle is officially accepted).</p>

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure (draft)
agencies in Sabah and federal agencies	closely with federal government.	Impeding Factors:	by sharing Sabah's experiences and practices with participants, Sabah State Government involvement is indispensable. This lesson was found at the first cycle of ICTP in 2013, and since then, the lessons have been put into practices. (during BBEC2, ITBC/UMS has largely depending on JICA for implementing ICTP.)	
2-4 To support the alumni of ICTP	SDBEC and ITBC/UMS organized a follow-up study. They had a visit to Uganda and Tanzania in October, 2013, and Sri Lanka in 2014. On this occasion, we met members of ICTP alumni and discuss ways of maintaining cooperation, and proposed to JICA overseas offices in those countries that ICTP alumni be activated. After this, e-based communication has been made.	Contributing Factors: Impeding Factors: Apart from e-based communication, no resources, particularly financial resources were allocated.	Funding should be given to selected participant to implement his/her action plan.	SDBEC and ITBC/UMS will consult with JICA Malaysia and federal government (Ministry of Foreign Affairs) to discuss ways on how to activate alumni activity.
2-6 To support the integration of SBS into NBS	NRO has organized workshop twice so far (stakeholder workshop and draft strategy workshop). NRO presented outline of SBS on 12 December, 2014 at the occasion of MY BioD Seminar (theme: Mainstreaming biodiversity: Challenges and Opportunities) in KL. Funding request has been made by relevant state agencies for activities under their jurisdiction.	Contributing Factors: Impeding Factors:	(Lessons Learnt)	In relation to OVI of Project purpose, SDBEC will facilitate the process of modification such as implementation structure and timeframe, and the process of monitoring of the progress. Sabah State Government (NRO) will liaise with federal government to share the progress for integrating SBS into NBS.
2-7 To support the concerned agencies for active publicity and media strategy	SDBEC organized project logo completion. Among several proposed logos, a current logo was selected. A logo winner was awarded by Project Director on 17 December, 2013. SDBEC has been closely with media sector through regular communication.	Contributing Factors: Impeding Factors:	(Lessons Learnt) Project logo is important as it defines the purpose as well as showcasing the identity of SDBEC Project. More importantly, we should utilize logo completion as opportunity to communication with the public instead of developing logo by Project.	

Planned Activities	Achievements & Input	Factors which Promote /Impede Achievement of Output	Issues and Lesson Learnt	Possible Future Action Plan/ Countermeasure (draft)
	<p>such as organizing press tour (5 February, 2015) and distributing press release.</p> <p>To enhance more Tudan's community's participation in SDBEC and to strengthen partnership with communities, eco-bags, t-shirt, cap and stationery with SDBEC logo were prepared. These goods are public relation goods which serve as a communication tool between JICA SDBEC and communities at Kg. Tudan.</p> <p>SDBEC created communication platform with the public, namely Face Book Page. Regularly, SDBEC updates and enhances communication with the public in Sabah and beyond. However, Sabah side also should be active in promoting publicity and media strategy through their own channels.</p> <p>SDBEC was given a slot of presentation at Sustainability Talk organized by UMS. Project outline was presented.</p>		<p>PR goods were designed by local communities. SDBEC put high importance on local initiatives. This way is nice to develop a sense of ownership by local communities, and we can expect long-term partnership.</p> <p>The public in general prefer SNS (Social Networking Service) rather than Homepage and email for daily communication and information gathering. We should select most appropriate communication platform in view of local preferences and social culture.</p>	
Others 1 Project Management	<p>Project Steering Committee (PSC) was held on 17 Dec, 2013 and 24 October, 2014. According to the agreement (R/D), PSC should be organized every 6 months.</p> <p>Project Management Committee (PMC) was held every 3 months in accordance with the agreement.</p> <p>Monthly activity report was shared by SDBEC chief advisor with Project Director, Deputy Project Director and all relevant stakeholders.</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p>	(Lessons Learnt)	<p>Though NRO and chief advisor individually reported to and discussed with Project Director and Deputy Project Director about project progress as appropriate, SDBEC should organize PSC regularly.</p>

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<p>Others 2 Training in Japan</p>	<p>SDBEC coordinated three types of training in Japan, namely selection of appropriate group training (designed by JICA in Japan), training for senior officials and Sabah focus training. These trainings were carefully chosen and designed to meet the needs in Sabah and ensure that Japanese practices and experiences could help Sabah counterparts to find solutions or clues for issues and challenges in Sabah.</p> <p>Appropriate senior officials were strategically selected, which could contribute to not only enhancing leaderships and initiatives but also developing networks with Japan. For example, visit of Vice-chancellor of UMS (Deputy Project Director) to Hokkaido in Japan could establish strong partnership between UMS and Hokkaido University, and led to promotion of UMS Ecocampus initiatives by learning practices at Hokkaido University.</p> <p>Sabah focus training was designed and implemented for the first time in JICA-Sabah history. The training was carefully and intentionally designed to provide participants (most are working at field-ground level) with opportunities to learn practices in Japan and logically think about their own issues for solutions.</p> <p>After completion of the training in Japan, SDBEC organized so-called "Report-Back Meeting", where the participants presented their action plan to their colleague, supervisor (boss)</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p>	<p>(Lessons Learnt) Recognizing that training in Japan is one of important inputs in SDBEC and that training opportunities are provided to achieve project outputs and project purpose, selection of participants and training design should be carefully made. Action plan is a sort of "seed" for future activities. Therefore, it is important to design and implement training in Japan with mind of continuity and consistency between training in Japan and action plan-based activities at the filed.</p> <p>More importantly, follow-up of the training such as Report-Back-Meeting and field trip to understand the status of progress of action plan are needed. This follow-up is essential to encourage a sense of ownership of participants to make sure that he/she is really-required counterparts in SDBEC. This can ensure human resources and contribute to institutional capacity development.</p>	<p>SDBEC will carefully design the training in Japan and do follow-up of action plan.</p>

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Others 3 Receiving Study Tour	<p>and relevant counterparts.</p> <p>SDBEC has received many study tours and research missions from Japan, and gave them presentations about project (8 tours/missions in 2013, 7 in 2014 and 4 from January to April in 2015). Though this activity is not clearly mentioned in PDM, it was good opportunity for SDBEC to develop new networks and partnerships for future as well as increase public image of the project. SDBEC hopes that students from Japan will be more interested in international cooperation and biodiversity conservation.</p> <p>In addition, SDBEC received mission from Vietnam in November, 2013 and Costa Rica in February, 2015. It was nice in terms of knowledge sharing and networking.</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p>	(Lessons Learnt)	
Others 4 Community Hall Renovation at K.g.Tudan	<p>SDBEC communicated with relevant departments/agencies such as NRO, DoA, DID and Tuaran District to develop ideas for renovation of Community Hall at K.g.Tudan. SDBEC encouraged relevant departments/agencies to understand that this would be joint cooperation and equal contribution should be made. At this stage, YB Tuaran District made a commitment about contribution.</p>	<p>Contributing Factors:</p> <p>Impeding Factors:</p>	(Lessons Learnt)	<p>SDBEC will work for this in close consultation with IICA and close cooperation with relevant departments/agencies such as NRO, DoA, DID and Tuaran District to come up with rough estimate.</p>

