Teraja Conservation Forest
Opportunity Framing Report

By all participants of the Teraja Opportunity framing workshop July 2011

We want to preserve the primary rainforest of Teraja and deliver a sustainable community driven eco-tourism and research site in Teraja providing sustainable living environment for the local communities without compromising their way of life.

PNHS Facilitation Team
Peter Engbers
Hans Dols
Kolin Ibrahim
Jacqueline Henrot

Report compiled and edited by Peter Engbers
July 2011
Workshop credits

The Teraja Opportunity framing workshop was jointly organized by the Heart of Borneo (HoB) Centre, Forestry Department, and Panaga Natural History Society (PNHS). It was held July 19-21 in the Brunei Forestry Centre at Sungai Liang. The logistics and organizational issues were coordinated by the HoB Centre and Forestry Department. The technical contents was prepared and presented by the PNHS/BSP facilitators. The presented material was based on Shell framing tools and of material from the Toolkit for Business Planning for Protected Areas especially designed by the Shell Foundation, Earthwatch, and UNESCO. The workshop was sponsored by Brunei Shell Petroleum.

Pictures of the Teraja Opportunity framing workshop July 19-21, 2011
Summary

Following the recent PNHS Teraja survey, PNHS and HoB jointly proposed the establishment and gazetment of a Teraja Conservation Forest, with a purpose to preserve the primary forest for scientific, educational, and ecotourism purposes. Subsequently, a workshop was organized by HoB Centre and conducted by BSP-PNHS staff with the purpose to 1) introduce business concepts for conservation to Brunei Government officials and 2) facilitate opportunity framing on the Teraja conservation area in order to formulate its objectives, assess its opportunities, and develop an action plan. The results of this workshop are a joint view from all participants representing many government agencies and local stakeholders.

It is our vision to preserve the primary rainforest of Teraja and deliver a sustainable community driven eco-tourism and research site in Teraja providing sustainable living environment for the local communities without compromising their way of life.

From the strategic options considered, all the workshop participants agreed that a “small scale low impact Teraja Eco-tourism” approach is preferred and most reasonable. Development should fully involve and align with the wishes of the local inhabitants. Key products to develop are green guide services and a home stay program. The people need training on how to deal with tourists and manage their projects. It is advised to develop an ecotourism master plan for the project. Advertisement should only start when the product is complete.

A full-time project manager is required to drive, steer, and manage the project. Further resources can be part-time allocated from existing organizations and departments. Funding (seed money and project manager salary) could come directly from government or from donors. Donors to consider in Brunei are corporate institutions (e.g. oil industry and banking).

Key initial steps in the agreed action plan are 1) gazetment of Teraja Conservation Area, 2) submit proposal to HoB National Council for approval, 3) meeting of Teraja Steering committees, 4) ongoing stakeholder engagements, 5) draft business plan for Teraja Conservation Area, 6) secure funding for project manager, 7) appoint a project manager. From there onwards, the project manager should complete a master plan of the area and has to drive and steer the project into a operational and well functioning hybrid organisation of local communities and government agencies. This could lead to the official launch of Teraja Eco-Tourism by August 2013.
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1. Introduction

1.1 Background
Brunei Darussalam is unique in the region because nearly half of the country is still primary forest. However, the primary forest cover is reducing and only 17% of the country’s area is protected. The currently existing Protected Areas are mainly located in three regions; Temburong, the Ingai-Bedawan reserves, and the Labi area (Teraja-Mendaram). The Labi area has two separate disconnected Protected Areas; the Bukit Teraja Protection forest and the Ulu Mendaram Conservation Forest.

The HoB/PNHS proposed Bukit Teraja Conservation forest (a narrow strip from Teraja waterfalls via Bukit Teraja ridge up to Talingan river) will be an extension to the existing Protected Areas and will provide a connection between the Bukit Teraja Protection forest and the Ulu Mendaram Conservation Area resulting in one large connected virgin rainforest.

1.2 PNHS Teraja Survey
The Panaga Natural History Society (PNHS) organized a Teraja survey in 2010. The purpose was to gather information on the conservation value and ecotourism potential of the area in order to help the authorities concerned in taking the most judicious decision concerning the development, management, and long-term conservation of the Teraja area (ref. 1).

The survey area, proposed as a protected area, has still a lot of undisturbed primary forest, but is under threat by developments. The survey showed that the area has particular value because of its high biodiversity, a unique flora and fauna, and great eco-tourism potential. It is fairly undisturbed forest that is accessible by road and has many hiking opportunities. The area holds various habitats: peat swamps, ridges, rocky areas, waterfalls, rivers - therefore a diverse flora and fauna. Several new species and endemics have been described from the area and researchers value the site. The area is used by local people who still hold traditional knowledge.

The PNHS proposed the establishment and gazetment of a Teraja Conservation Forest, with a purpose to preserve the primary forest for scientific, educational, and/or ecotourism purposes. The ecotourism should be low impact, small scale, and benefit the economic development of the local communities.

1.3 BSP-HoB Teraja Opportunity framing workshop
A business skills training and Teraja Opportunity Framing Workshop was conducted by BSP-PNHS staff in July 2011 at the Brunei Forestry Centre with the purpose to 1) introduce business concepts for conservation to Brunei Government officials and 2) facilitate opportunity framing on the Teraja conservation area in order to formulate its objectives, assess its opportunities, and develop an action plan.

The Workshop was attended by representatives from Government Departments; HoB Centre, Forestry, Agriculture, Environment, Parks & Recreation, Internal Security, Land, Museum, Public Works, Survey, Tourism, Town & Country Planning, Electrical, as well as Belait District Office, Longhouse, and Universiti Brunei Darussalam. The outcome is a joint effort. The Workshop was facilitated by Peter Engbers, Hans Dols, Kolin Ibrahim, and Jacqueline Henrot from BSP/PNHS.

This workshop was an opportunity for BSP business staff to help (potential) Protected Areas in Brunei, which are some of the most beautiful places on Earth, face a safer future by training relevant government officials and stakeholders in essential business planning and opportunity framing skills. We made use of standard Shell framing tools and of material from a Toolkit for Business Planning for Protected Areas especially designed by the Shell Foundation, Earthwatch, and UNESCO (ref.2).
2. **Teraja Conservation Forest Opportunity realization plan**

This chapter summarizes the key results, conclusions, and required actions from the Teraja Conservation Forest Opportunity Framing Workshop in July 2011 at the Brunei Forestry Centre. It presents a joint view from all participants established in workgroup and plenary sessions.

2.1 **Vision and opportunity statement**

The Vision is an aspirational picture of a desired condition of the ‘environment’, where we want to be. We established this vision:

> We want to preserve the primary rainforest of Teraja and deliver a sustainable community driven eco-tourism and research site in Teraja providing sustainable living environment for the local communities without compromising their way of life.

<table>
<thead>
<tr>
<th><strong>Vision</strong></th>
<th>leads to</th>
<th><strong>Opportunity</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>To preserve primary forest in Teraja</td>
<td>➔ Gazet Conservation Forest</td>
<td>Develop Eco-Tourism (low impact)</td>
</tr>
<tr>
<td>Provide Sustainable living for locals</td>
<td>➔</td>
<td>Provide Location for research</td>
</tr>
<tr>
<td>Preserve and research Biodiversity</td>
<td>➔</td>
<td></td>
</tr>
</tbody>
</table>

**Elements of the Teraja Vision 2020**

- Teraja will still be predominantly primary forest, and under official Conservation status
- First ecotourism site in Belait (Brunei??)
- Popular/well known for unique/specialized nature tourism targeting local and foreign market. Provide wild adventures.
- Vibrant local community who continue to use area as before
- Small-scale local low impact development – homestays + local guides
- Community based tourism: managed by the local community
- Balanced ecosystem/development
- Showcase sustainable practices (in development & construction)
- Private/public partnership
- Consider zonation for wildlife protection or full protection/research/activity area
- Preserve Cultural heritage
- Training for local guides to become knowledgeable green guides
- Maintain good trails
- Small research centre or area available for research
- Establish Information centre (in long houses?)
- Limit the amount of people by limiting infrastructure
- Use special interest in tourism/research (flora/fauna/local branding)
- Showcasing local traditions and lifestyle
- Integrated with the development of the area (Labi)
- Good access infrastructure with minimal impact
- Fun, attractive and child friendly
- Local culture (music, rice harvest, art, story telling, medicine, local agriculture)
- Homestay – local community participation, basic facilities
- Guides/interactive trails to learn about the forest
- Infrastructure that fit the environment – recycled plastic, structure is long lasting, aesthetic value, green techno, local design, traditional pattern, longhouse design
- Fit into “one kampong one product” scheme
- Low disturbance (noise) for animals
- Environmental responsibility (garbage/noise/respect local customs)
- Importance of safety in tourism use (no accidents/bruises/cuts)
2.2 **SWOC Analysis**

A SWOC (Strengths, Weaknesses, Opportunities, Challenges) analysis provides very useful insights into the organization’s current and potential functioning.

<table>
<thead>
<tr>
<th>Internal Forces</th>
<th>External Forces</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strength</strong></td>
<td><strong>Opportunities</strong></td>
</tr>
<tr>
<td>Primary forests</td>
<td>Conservation (zonal management)</td>
</tr>
<tr>
<td>Rich Biodiversity</td>
<td>Job opportunities e.g. ecotourism</td>
</tr>
<tr>
<td>Extensive eco-tourism options</td>
<td>Marketing of local products</td>
</tr>
<tr>
<td>Strong Community (e.g. longhouses)</td>
<td>Research/wildlife sanctuary</td>
</tr>
<tr>
<td>Culture rich/heritage</td>
<td>Alignment with Labi area development</td>
</tr>
<tr>
<td>Accessibility</td>
<td>Collaborations with other Government agencies</td>
</tr>
<tr>
<td>Local knowledge – vast culture/environmental</td>
<td></td>
</tr>
<tr>
<td>Language capability e.g. English</td>
<td></td>
</tr>
<tr>
<td>Infrastructure – existing tourism support</td>
<td></td>
</tr>
<tr>
<td><strong>Weaknesses</strong></td>
<td><strong>Challenges</strong></td>
</tr>
<tr>
<td>Lack of training – guide/services</td>
<td>Implementation and funding</td>
</tr>
<tr>
<td>Not enough local people (resources)</td>
<td>Maintaining infrastructure</td>
</tr>
<tr>
<td>Lack of maintenance of existing facilities/infrastructure</td>
<td>Development pressures</td>
</tr>
<tr>
<td>No dedicated funding (limited)</td>
<td>Time it takes to gazette the area</td>
</tr>
<tr>
<td>Lack of information e.g. signage/studies</td>
<td>Conflict of interests</td>
</tr>
<tr>
<td>Marketing weak</td>
<td>Poaching – enforcement</td>
</tr>
<tr>
<td>Limited/no coverage (communication networks)</td>
<td>Illegal agar wood (gaharu) collection</td>
</tr>
<tr>
<td>Project management/ownership</td>
<td>Pollution</td>
</tr>
<tr>
<td></td>
<td>Encroachment – border security</td>
</tr>
<tr>
<td></td>
<td>Change of land-use</td>
</tr>
<tr>
<td></td>
<td>Marudi road</td>
</tr>
</tbody>
</table>

**Table. Teraja Strength, Weaknesses, Opportunities, and Challenges (SWOC)**

Having completed a SWOC analysis, the key next question is ‘What do we do to optimize on our strengths and the opportunities that may present themselves, and how do we address our weaknesses and any external challenges or threats that may occur?’ It is important to determine the actions you need to take in order to meet the implications of your analysis (see below).

<table>
<thead>
<tr>
<th>PRIMARY STRENGTHS</th>
<th>MAJOR OPPORTUNITIES</th>
<th>PRIMARY WEAKNESSES</th>
<th>MAJOR CHALLENGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Invest</td>
<td><strong>Primary forest and Biodiversity ➔ gazette conservation forest</strong></td>
<td>Decide</td>
<td><strong>No expertise ➔ Training ➔ jobs (local arts, guides, homestay)</strong></td>
</tr>
<tr>
<td></td>
<td>Existing Brunei tourist infrastructure ➔ Add Teraja small scale developments</td>
<td></td>
<td><strong>Difficult to see mammals ➔ Wildlife sanctuary.</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Opportunity to (re) introduce orangutan??</strong></td>
</tr>
<tr>
<td>Defend</td>
<td><strong>Poaching + pollution ➔ Protect + patrol</strong></td>
<td>Damage Control</td>
<td><strong>Marudi road, do we need it? ➔ Ensure EIA.</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Alignment between government agencies ➔ conflict of interests</strong></td>
<td></td>
<td><strong>Funding ➔ How do we do?</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Forest damage ➔ hunting, logging security, poaching</strong></td>
</tr>
</tbody>
</table>

**Table. Teraja Strategic SWOC**
2.3 **Stakeholder Analysis**

Stakeholder analysis analyses those institutions and individuals who have an interest in the organization and the work that it does. Since the operations of the organization are likely to influence a considerable range of interests in various ways, it is important for it to consider how these interests are affected, how able they are to engage with it, and how powerful they are in facilitating or preventing the organization’s effectiveness. The matrix suggests who to engage actively, who to inform, and who to keep satisfied.

**Matrix. Teraja Stakeholder analysis**

2.4 **Risk Analysis**

Risk is the likelihood of the event times its impact. In below matrix that analyses our project risks, the vertical axis represents the likelihood of the risk occurring. The horizontal axis is the impact of the event.

**Matrix. Risk analysis**

The key risks considered (those that can make or break the project) are lack of project manager, poor project management and drive, the absence of a master plan, and the realization of funding.
2.5  Eco Tourism plan

A definition of Ecotourism: Ecotourism is travel to fragile, pristine and usually protected areas that strives to be low impact and is small scale. It helps educate the traveler, provides funds for conservation, directly benefits the economic development of local communities, and fosters respect for different cultures.

Recommendation for Teraja ecotourism development: We recommend starting small. Development should fully involve and align with the wishes of the local inhabitants. The people need training on how to deal with tourist and manage projects. It is advised to develop an ecotourism master plan for the area. Look at the example of very successful low impact local development of homestay trekking in Nepal and Ladakh and of nature tourism in Sabah. There is the opportunity to re-employ current poachers / hunters as committed and knowledgeable guides after they have been retrained. Ideally it should be entirely run by the local community with support from the government and interested parties. The master plan and its implementation need expert consultant steer (project manager) and advice to ensure low impact and environment/tourist friendly development.

Accommodation options: Homestays in local homes, rice paddy stay (see Bali examples), longhouse stay, and a Labi guesthouse.

Possible cultural, adventure, and nature tourism activities:
- Cultural shows (longhouse).
- Rice paddy and agricultural demonstrations.
- Cycling Labi area and biathlon (cycle and walk) up Bukit Teraja.
- Short and easy jungle walks (can be done without guide). Longer and more difficult jungle treks (need guide).
- River experiences (follow river, need guide). Waterfall visits and swim in pools.
- Rainforest camping and/or bivac experiences. Rainforest survival training camps (need guide).
- Multi-day rain forest experience from Teraja longhouse to Rampayoh river (combine all trails from map) and includes rainforest bivac (need guide).
- Topical nature experiences (e.g. bird watching, butterflies, fish exploration, botanical walks, nightwalk for insects/frogs, need guide).

Development suggestions:
- Maintain and signpost the easy trails (brown trails on map).
- Facilitate building of guesthouse in local style in Labi (example Telamba homestay near sg Telamba)
- Develop Bkt Teraja forestry road as a low impact tourist road with facilities at top. Desperately needs control (against poaching) now.
- Work together with Brunei Tourism. Set up Eco tourism support and advertisement (e.g. websites), but don’t publicize before implementing basic protection measures and local guides.
- Provide Green guide training. Provide eco tourism training to interested locals (longhouse, etc) and help longhouses to set up for tourism.
- Work with all stakeholders and a consultant to make ecotourism master plan for the area. Have an experienced consultant who can steer activities and advise on what kind of environment the international visitors do expect before changing the natural environment (path clearing, big structures, etc.).
- Set up information corners and cultural displays in the two longhouses. This would turn the longhouses into impromptu visitors’ centers where tourist can collect information before setting off.
2.6 Marketing issues

Strategic development options:

The below matrix lists possible “products” and then maps these against the “target market” segments providing the strategic development options. This provides focus and helps define the marketing (advertisement) strategy.

<table>
<thead>
<tr>
<th>Strategic opportunity / issue</th>
<th>Proposed strategy</th>
<th>Target Market</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Option 1:</strong> Low scale Eco-tourism</td>
<td>Limited infrastructure. Homestay only in existing Labi/Teraja Area Trail Improvement Green Guide Provision</td>
<td>Western + Asia Adventure/Nature tourism Sport Tourism Locals + families</td>
</tr>
<tr>
<td><strong>Option 2:</strong> Medium scale Eco-Toursim</td>
<td>As above with: Homestay + Guesthouses development Cultural activities</td>
<td>As above plus : Daytrip Coaches Larger Tour Groups</td>
</tr>
<tr>
<td><strong>Option 3:</strong> Large scale Eco-Toursim</td>
<td>As above with: Resorts, chalets…</td>
<td>As above plus: Mass tourism</td>
</tr>
</tbody>
</table>

Table. Strategic development options

All the workshop groups and participants agreed that option 1 “Low scale Teraja Eco-tourism” is the preferred and most reasonable strategic option.

Marketing plan and strategy.

The marketing plan assesses how we could promote and sell our “products”.

1. **Product**
   - See above ‘Low scale eco-tourism’
     - Natural and Cultural aspects
     - Guiding
     - Homestay, consider booking – control (e.g. website, through travel agents)

2. **Pricing**
   - Activities:
     - Homestay overnight – (BND $80-$140 per family of 4)? But needs good product
     - Guided Trail Hike (BND$2 per head)
     - Cultural Performance with full costume (BND$30 per performer, BND$15 for musicians).
       - Will standardise with other longhouses
       - Price to set in coordination with Tour Operators and Tourism Department
   - Packages:
     - Daytrip with guided trail hikes
     - Multi-day rain forest experience
     - Nature experiences (e.g. bird watching)

3. **Placement (Action: Tourism)**
   - Target Audience
     - Local + Regional
     - Western
     - Asia-Pacific + Middle East

4. **Promotion, only ones the product is “ready” (Action: Tourism)**
   - Websites, facebook
   - Travel & Adventure Magazines
   - Mailing Lists (using distributors)
2.7 Proposed resources and organisational structure

Proposed resources

A full-time project manager is required to drive, steer, and manage the project. Further resources can be part-time from existing organizations and departments.

Suggested organizational structure

Below are the main 6 organizational units that could form the Teraja project.

<table>
<thead>
<tr>
<th>Unit</th>
<th>From existing organization/department</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Ecotourism</td>
<td>– Marketing (Consultants), Tour operators, guides</td>
</tr>
<tr>
<td>2. Research</td>
<td>- UBD, Schools, Brunei Museum, NGO’s</td>
</tr>
<tr>
<td>3. Administration (finance/leadership)</td>
<td>- Forestry</td>
</tr>
<tr>
<td>4. Protection &amp; Enforcement</td>
<td>– Park rangers (Forestry)</td>
</tr>
<tr>
<td>5. Longhouse liason</td>
<td>- District Office</td>
</tr>
<tr>
<td>6. Infrastructural development &amp; maintenance</td>
<td>- JKR, JASTRE</td>
</tr>
</tbody>
</table>

Below is the suggested organizational management and decision structure.

Notes
- Policy Level aspects handled in HoB National Council
- Teraja Steering Committee: Include key government officials and sponsors. Chaired by DPS
- Land, Survey, TCP membership until site is gazette
- DES, JKR, Agriculture to be engaged as stakeholders as and when required
- KDN, RBAF, Police will liaise through District Office
- *Contract out
2.8 Financial requirements and funding options

Financial requirements

A master plan should identify the level of activity and funding required. Financing is potentially required for the following activities.

1. Training
   - language
   - green guide training, e.g. nature interpretation
   - first aid
   - hospitality management (e.g. homestay training)
   - book-keeping
   - communication (email/phone/website)

2. Equipment related to operations
   - computers
   - first aid kits

3. Infrastructure
   - trails establishment and maintenance (Longhouse/Forestry/JASTRE)
   - longhouse accommodations/facilities, toilets, beds (D.O.)

4. Conservation
   - law enforcement on poaching of animals & plants
   - Police, Army, border protection
   - Forestry rangers (gaharu only), currently 20 – 118 needed!
   - surveying for gazetting
   - gazetting

5. Marketing
   - partnership with tour operators
   - website
   - via Tourism current marketing strategies – no cost

6. Emergency response
   - communication/phone coverage, telephone operator
   - walkie-talkie
   - first-aid response, ambulance to KB hospital/Sg Liang

7. Human resources
   - project manager salary
   - overall management (HoB/Forestry/other stakeholders/community)
   - monthly guide “maintenance” salary
   - project establishment (Masterplan-Forestry, engagement meeting with communities and stakeholders)

Funding options

Funding (seed money and project manager salary) could come directly from government or from donors. Donors to consider in Brunei are corporate institutions (e.g. oil industry and banking). Options need to be part of a business/master plan.
### 2.9 Action plan

The purpose of the action plan is to show precisely how the organization plans to implement the objectives, projections, and assumptions stated this opportunity report. A timeline and the action parties are included.

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
<th>Responsibility</th>
<th>Due</th>
</tr>
</thead>
</table>
| Gazette of Teraja Conservation Area | • TCP  
• Land  
• Survey  
• Gazette Issued | Director, Forestry Department | August 2011  
August 2012  
January 2013  
August 2013 |
| Proposal submitted to HoB National Council for approval | • Outcome of Teraja Opportunity Framing  
• Aligned with Belait Master Plan and HoB PIF  
• Endorse direction | A/CEO HoB Center | September 2011 |
| First meeting of Teraja Steering committees | | A/CEO HoB Center | October 2011 |
| Ongoing stakeholder engagements | • Refer to stakeholder list  
• Longhouse Communities  
• (note: Oil and Gas exploration risk) | Forestry (Lead) |
| Increase protection of Teraja forest from poachers etc. | • Signage  
• Engagement with local communities to report poaching activities and ensure intervention (from police/rangers)  
• 1 day awareness session from Museum with local community/rangers/police. | Forestry (lead)  
Local Community  
Police  
Museum  
Agriculture (CITES)  
UDB  
Immigration | November 2011 |
| Draft Business Plan for Teraja Conservation Area | • Draft Business Plan required for initial funding to secure Project Manager | A/CEO HoB Center | November 2011 |
| Secure funding for Project Manager | • External sponsors available Draft MoU (potential delays) | A/CEO HoB Center | March 2012 |
| Project Management appointment | • Project management role  
• Distributed project team | A/CEO HoB Center | July 2012 |
| Establish training requirements and implement | • Green Guide (requires accreditation)  
• Home stay programme | Tourism | September 2012 |
| Tourism deliver Teraja products and marketing plan (including local communities) | • Develop Product (including agreement with Tour Operators and local communities) | Tourism + Local Communities | December 2012 |
| Establish Master Plan for Teraja area | • Master Plan will include and consult all stakeholders.  
• ToR to be defined.  
• Mobile phone coverage to be addressed.  
• Present to HoB National Council | Project Manager | January 2013 |
| Initial small-scale work | • Trails, Signage and maintenance/restoration  
• Apply to Land Department for early entry  
• Survey to come up with MP  
• Tender process for contractors (6 | Project Manager | July 2013 |
| Establish Operational Organization | Guides (local community)  
|                                  | Rangers  
|                                  | Admin  
| May involve tender/contract process for certain roles | Project Manager | July 2013 |
| Launch Teraja Eco-Tourism | Project Manager | August 2013 |
| Ongoing development reviews with longhouse communities. | | |
| Establish wildlife sanctuary | Options:  
|                               | Mini ecological zoo  
|                               | Feasibility study on orang-utan (re)introduction | | |
| Escalate requirement for comprehensive assessment of Marudi Road. Ensure Marudi Road development is subject to an EIA. | Control:  
|                                                                 | Check to ensure risks to Teraja opportunity of Marudi are understood (JKR road)  
|                                                                 | EIA - JASTRE | TBC |

Table. Teraja action plan

[Map. The Proposed Teraja Conservation Forest is light brown shaded]
3. **Conclusions and way forward**

**Conclusions**

1. We want to preserve the primary rainforest of Teraja and deliver a sustainable community driven eco-tourism and research site in Teraja providing sustainable living environment for the local communities.
2. From the strategic options considered, all the workshop participants agreed that a “small scale low impact Teraja Eco-tourism” approach is preferred and most reasonable.
3. Development should fully involve and align with the wishes of the local inhabitants.
4. Key products to develop are green guide services and a home stay program.
5. The people need training (e.g. green guide, home stay) on how to deal with tourists and manage their projects.
6. It is advised to develop an ecotourism master plan for the project.
7. Advertisement should only start when the product is complete.
8. A full-time project manager is required to drive, steer, and manage the project.
9. Further resources can be part-time allocated from existing organizations and departments.
10. Funding (seed money and project manager salary) could come directly from government or from donors. Donors to consider in Brunei are corporate institutions (e.g. oil industry and banking).

**Way forward**

Key initial steps in the agreed action plan are:

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible</th>
<th>Due date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. gazetment of Teraja Conservation Area,</td>
<td>Director of Forestry</td>
<td>Aug 2011-Aug 2013</td>
</tr>
<tr>
<td>2. submit proposal to HoB NC for approval,</td>
<td>CEO HoB Centre</td>
<td>Sept 2011</td>
</tr>
<tr>
<td>3. meeting of Teraja Steering committees,</td>
<td>CEO HoB Centre</td>
<td>Oct 2011</td>
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<td>4. ongoing stakeholder engagements,</td>
<td>Director of Forestry</td>
<td>Oct 2011</td>
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<td>5. draft business plan for Teraja,</td>
<td>CEO HoB Centre</td>
<td>Nov 2011</td>
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<tr>
<td>6. secure funding for project manager,</td>
<td>CEO HoB Centre</td>
<td>Mar 2012</td>
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<tr>
<td>7. appoint a project manager,</td>
<td>CEO HoB Centre</td>
<td>Jul 2012</td>
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</table>

From there onwards, the project manager works on the master plan of Teraja area and has to drive and steer the project into a operational and well functioning hybrid organisation of local communities and government agencies. This could lead to the official launch of Teraja Eco-Tourism potentially by August 2013.
References

1. Engbers, PNHS Teraja Survey report, June 2011
Appendixes

Appendix 1. Parking Lot of comments and issues raised

1. How will TOL land be catered for in conservation area. Can this be accommodated?
2. How to guarantee safety of trails and facilities? Zonation within the conservation areas.
3. Teraja to Marudi Road! How could this road from Teraja to Marudi (in Belait Development Plan) be accommodated in the conservation area plan?
4. Would the future generation (children, grandchildren, great-grandchildren…etc) still be interested in staying at longhouses? Say 2035? 2050?
5. Cultural tourism, not just ecotourism
6. Start small, small groups, minimal scale infrastructure, and not to exceed carrying capacity of local community
7. Labi Growth Centre: focus activity within Mukim Labi
8. Build on the strength. HoB popularity and Government (MIPR and HM) commitment
9. Think about sport tourism as well as eco-tourism.
10. Teraja provides easy access to the HoB area. This is very different for the neighbors.
11. It is very important to ensure that regardless of management changes, policies/priorities for Teraja remain unchanged (i.e., for conservation, research & ecotourism)
12. Any ecotourism initiatives or endeavors to be developed at Teraja must take into consideration the impact on the natural ecosystem/biodiversity/ ecosystem services both in the short and long-term.
13. Be aware of issues of incidental and/or deliberate introductions of exotic plants and/or animals by tourists! To preserve integrity of the Teraja ecosystem & biodiversity.
14. Do not open more trails or roads than is necessary. Increased accessibility brings with if increased risks of poaching, habitat fragmentation, & biodiversity loss.
15. How to deal with potential future Oil/Gas Exploration activity in the area?

Map. Trails and waterfalls around the Teraja longhouse
Appendix 2. Observations and insights from Fieldtrip

1. Erosion along Forestry access road to Bk Teraja led to heavy silt load on Mendaram river
2. Littering along trail to Bk Teraja
3. Key trails could be improved (signage, railings, handholds?) and will need maintenance.
4. Wasai Teraja. Only access via longhouse, DO road and house build but never used. ownership unclear. Ideally this would be managed by the longhouse. Check with DO on their experience.
5. We did not see any larger animals. (wrong expectations) Would there be room for a wildlife park?
6. Increase poaching by outsiders (not from Labi community)
7. Bird catching (Gluesticks or netting). Could we pit up signs that this is not allowed.
8. Wasai Wong Kadir access managed well by JASTRE. What could we learn from this?
9. Need for an integrated approach both of community and other stakeholders?
10. Different sites should be connected by a system of key trails.
11. Need for proper mapping of native customary lands (TOL) and documentation of potential conflicts. rearrange borders.
12. Longhouse community raised worries that improved road access leads to increased poaching.
13. Keep in the back of our minds what we want. Ecotourism vs better facilities and access.
Appendix 3. Workshop Program

Teraja Conservation Forest opportunity framing workshop
A PNHS/BSP facilitated HoB workshop
Brunei Forestry Centre at Sungai Liang, July 19-21

Program topics of the Teraja opportunity framing workshop (3 day program).

This workshop has 2 main objectives:
1. Introduce participants to business concepts and opportunity framing for conservation
2. Apply learnings on the Teraja conservation area. Formulate its objectives, assess the opportunities, and to put together an action plan

The workshop has 7 sessions. Each session will contain a short lecture followed by applying the learnings on framing key inputs and considerations to a Teraja conservation forest master (business) plan.

Day 1.
1. Introduction
   • 7.45 Arrival & Registration
   • 8.00 Welcome – Chief Executive Officer (CEO) of Brunei HoB Centre – Mahmud Yussof
   • 8.20 Introduction and background -Peter
   • 8.30 Round the table. Introduce participants - All
   • 8.45 Introduce opportunity framing and Business Planning Approach -Peter
   • 9.00 Objectives and Deliverables -Peter
   • 9.10 Grounding presentations
     ■ Introduce Teraja forest conservation area -Peter & Hans
     ■ Teraja from Forestry Department point of view, gazetting plans - Mahmud

2. Institutional Analysis
   • 9.40 Vision. Opportunity statement. What do we want to achieve?
     Where do we want to be in 10 years?
     ○ What needs to be done in next few years? -Peter
   • 10.00 Break
   • 10.15 2 Work groups: Teraja Vision & Opportunity statement. What do we want to achieve?
   • 10.50 Feedback from each workgroup – Group leads
   • 11.00 Stakeholder Analysis, -Kolin
   • 11.15 SWOC analysis + Strategic SWOC + SMART objectives –Kolin
   • 11.30 Work group sessions:
     ○ Stakeholder Analysis
     ○ SWOC + Strategic SWOC
     ○ Smart Objectives
   • 12.00 Lunch Break
   • 13.30 Continue workgroups
   • 14.00 Give feedback from each workgroup – Group leads
   • 14.15 Plenary Conclude: What are our objectives? What do we want? What is success 2020? What are our critical weaknesses? How can we overcome these? What do we need to do?

3. Market Analysis & Marketing
   • 14.30 Products and services. Eco-Tourism marketing. Target market, Marketing & 4Ps, The creative process of marketing for a Conservation and eco-tourism area -Hans
   • 15.00 Break
   • 15.15 Work group sessions:
     ○ group 1. Strategic options; List the complete range of possible “products” & then map these against the target market segments. Define the strategy.
     ○ group 2. Marketing plan and strategy; How do we promote and sell our “products”
   • 16.00 Feedback from each workgroup – Group leads
   • 16.30 Recap & Close
Day 2.

Teraja Fieldtrip: to familiarize everyone with the area and the (eco-tourism) opportunities

Program Lead: **Hans & Peter**
- 8.00  Depart from Sungai Liang for Fieldtrip to Teraja area
- 16.00  Return from Teraja area

Day 3.

- 8.00  Reconnect & Recap of Day 1 and 2

4. Risk Analysis
- 8.15  Concepts of Risk Analysis, Risk Matrix, Risk Mitigation & Contingency Plan - **Kolin**
- 8.30  **Work group sessions:**
  - Analysing the risk of Teraja conservation area (Risk Matrix).
  - Risk mitigation for top 3 risks. Contingency plans
- 9.30  Feedback from each workgroup – **Group leads**
- 9.55  Break

5. Manpower & Staff
- 10.10  Staff as key resource, Requirements, Organizational Structure. Gap analysis – **Peter**

6. Financial Planning
- 10.30  Financial planning; Budgeting, Funding, Capital proposals. – **Hans**
- 10.45  **Work group sessions for 5 and 6:**
  - group 1. List Resource and training requirement. Project Implementation team and lead? Who is responsible?
  - group 2. Green guide gap analysis
  - group 3. How much funds are needed? What resources are available from HoB/MIPR? Which other sources of money are possible? What income will be generated?
- 11.30  Feedback from each workgroup – **Group leads**
- 12.00  Break

7. Operational plan & Action Planning
- 13.30  How to make Operational plan & Action Plan. Introduce making the plan– **Kolin**
- 13.45  **Work group session:** Prepare an action/activity plan. Capture all the activities required to execute plan. Write down key elements required for action plan. Include action parties.
- 15.30  Conclude plenary: Summarize the next actions? Who is going to do what?

16.00  Close of workshop
Appendix 4. Workshop Participants

PNHS/BSP facilitators:
1. Peter Engbers; Former PNHS Chairman. BSP Head Ql. Nature enthusiast with many weekends trekking in the Teraja forest. Has lead business skills training for UNESCO natural Heritage Sites
2. Hans Dols; Former PNHS Chairman. BSP Senior Geologist. BSP Focal point for HoB implementation
3. Kolin Ibrahim; BSP Offshore Installation Manager. Passionate about environmental and business awareness in Brunei
4. Jacqueline Henrot; Former PNHS Chairlady. PhD in Ecology and botanical consultant.

Participants:

<table>
<thead>
<tr>
<th>NO</th>
<th>NAME &amp; ADDRESS</th>
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<tbody>
<tr>
<td>A 1</td>
<td>Mahmud Hj Yussof, the acting CEO of the Brunei Heart of Borneo (HoB) Centre and the Deputy Director of the Forestry Department.</td>
<td>HoB Centre &amp; Forestry Department</td>
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<td>A 2</td>
<td>Yang Mulia Mohd Riza Bin Dato Paduka Hj Yunus, Deputy Permanent Secretary Ministry of Industry and Primary Resources.</td>
<td>Ministry of Industry &amp; Primary Resources</td>
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<td>Hj Saidin Salleh, Director of the Forestry Department</td>
<td>Forestry Department</td>
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<tr>
<td>1</td>
<td>Awg Hj Ramzul Adly bin Hj Musauddin</td>
<td>Belait District Office</td>
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<td>Belait District Office</td>
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<td>Awg Hj Yunus bin Hj Ahmad, Ketua Pembantu Teknik,</td>
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<td>Awg Ailima bin Hj Ahmad, Senior Landscape Officer</td>
<td>Environment, Parks and Recreation</td>
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<td>Awg Hj Ryni Othman bin Hj Othman, Forestry Officer</td>
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<td>7</td>
<td>Dyg Siti Fadiatin Hanisah binti Ahmad, Assistant Staff Officer</td>
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<td>Dyg Hjh Rukiah binti Hj Tuah, Penolong Pegawai Tanah</td>
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<td>Awg Hj Lihan bin Hj Ibrahim, Country Planning Officer</td>
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<td>Dyg Khairunnisa binti Hj Ibrahim, Lecturer</td>
<td>University of Brunei Darussalam</td>
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<tr>
<td>20</td>
<td>Dr Rahayu Sukmaria binti Haji Sukri, Lecturer</td>
<td>University of Brunei Darussalam</td>
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<td>23</td>
<td>Awg Md Haziq bin Abdullah Lim, Education &amp; Youth Officer</td>
<td>Corporate Affairs Brunei Shell</td>
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Appendix 5. Green Guide gap analysis

With very active participation of longhouse and tourism representatives, we made a quick green guide gap analysis. It highlights the need for considerable nature guide and tourism training. This equally applies for homestay management training.

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**Figure. Green Guide gap analysis as seen applicable to the current Teraja situation**
INTRODUCTION

1. The Teraja Conservation Forest Opportunity Framing Workshop was conducted to introduce business concepts and opportunity framing for conservation and to apply learnings on the Teraja conservation area in order to formulate its objectives, assessment of opportunities and the development of an action plan.

2. The Workshop was attended by representatives from Agriculture & Agrifood Department, Belait District Office, Brunei Shell Petroleum, Electrical Services, Environment, Parks & Recreation Department, Forestry Department, Internal Security, Land, Museum Department Public Works Department, Survey Department, Tourism Department, Town & Country Planning and Universiti Brunei Darussalam. The Workshop was facilitated by Peter Engbers, Hans Dols and Kolin Ibrahim from BSP/PNHS. The complete list of participants is attached as ANNEX I.

Recital of Al-Fatihah

3. The recital of Al-Fatihah was lead by Mohamad Idris Othman of the Forestry Department.

Welcome Remarks

4. A welcoming remark was delivered by Mr. Mahmud Hj Yussof, the acting Chief Executive Officer of the Brunei Heart of Borneo (HoB) Centre and the Deputy Director of the Forestry Department. In his remarks, he highlighted that majority of the Belait District land area will be managed under the guiding principles of the Brunei HoB. As such, Brunei HoB will encourage participatory management approaches among stakeholders in order to develop an integrated land-use in support to the attainment of the sustainable development agenda of the country. He also highlighted His Majesty’s view on Brunei HoB as a tool to support economic diversification.

5. He emphasized the ecotourism potentials of the Belait District in view of its pristine natural environment and the need for active protection and conservation initiatives in order to preserve the ecological values of the Belait environment. He presented the need for the development of a collective and community-driven ecotourism site in Bukit Teraja that is based on active participations from stakeholders. Likewise, he also mentioned Brunei ecotourism potentials as a whole considering that the country is considered among the top nations with high forest cover.

6. In closing, Mr. Mahmud extended his appreciation to everybody and encouraged everyone for an active participation to the Workshop.

Introduction and Background

7. The introduction and background of the Workshop was presented by Mr. Peter Engbers. In his presentation, he introduced the Workshop participants to the training, the ground rules of opportunity framing, the benefits and functions of business planning, and the grounding sessions for Teraja Conservation Forests.
8. Mr. Engbers presented that the training/workshop was based on Shell-Earth Watch-Unesco toolkit & training for Natural World Heritage Sites and sponsored by the Brunei Shell Petroleum. He mentioned that the Workshop will be composed of key business topics for conservation followed by practical application on Teraja work group sessions.

Round The Table

9. The Workshop participants provided brief introduction and expressed their expectations from the Workshop. Among others, the Workshop participants expected to learn the business planning and framing concepts, about Teraja Conservation Forests, to share knowledge and possible solutions to challenges, to determine common objectives, to formulate conservation and environment friendly approaches, and to determine on how Bukit Teraja to be among the famous ecotourism sites.

Introduction to Opportunity Framing and Business Planning Approach

10. Mr. Engbers presented and discussed the Business Planning Process and the Framing Tools to help the process. He elaborated the key components of the Business Process to include diagnostics, positioning, resources, and implementation aspects and highlighted business in terms of markets, products, services, assets and values. The presentation is attached as \textit{ANNEX 2}.

Objectives and Deliverables

11. Mr. Engbers emphasized that objectives translate the predetermined vision & mission into action and considered an important part of the business planning process. It is the goals & objectives that provide inputs for the development of an action plan. He elaborated that the Workshop will deliberately use the language of business, talks about the products, customers and marketing thereby encouraging the protected area manager to run a business taking into considerations the risks, opportunities and implementation of agreed action plan.

Introduction of Teraja Forest Conservation Area

12. Mr. Engbers presented the highlights of the Panaga Natural History Society Teraja Survey that was conducted in 2010-2011. The survey confirmed that Brunei is an island of primary forests as compared to its neighboring countries. He also presented the forest cover and protection status of Brunei forests and its potentials in ecosystem services payments such as carbon credits, watershed services, genetic resources and ecotourism. The presentation is attached as \textit{ANNEX 3}.

13. The survey confirmed that Bukit Teraja is still pristine forests and has significant value of its high biological diversity, unique flora and fauna and great ecotourism potentials.

14. The Workshop took note of the presentation and briefly discussed the appropriate duration of the “green” business plan, the proposed gazettement of Bukit Teraja and its impact to the local communities. The Workshop was advised to observe the sensitivity of the local communities in relation to spiritual practices, acceptable development initiatives and maintaining private rights.

15. The Workshop was also informed that gazettement under the Forest Act recognizes native rights and its downstream impacts in terms of water supply, natural pests control and many others. The Workshop was also informed of the gazettement processes that start with the Town and Country Planning.
INSTITUTIONAL ANALYSIS

Vision and Mission

16. Mr. Engbers presented some guides in formulating the vision & opportunity framing. He emphasized to analyze the purpose(s), establish what makes a good one and reflection on current vision. As such, vision needs to avoid meaningless statements and must relate to enhancing natural and cultural values. The presentation is attached as ANNEX 4.

Group Work Session: Teraja Vision & Mission

17. The Workshop participants were divided into two (2) groups to discuss and formulate a draft Teraja Vision & Mission. The summary output of the groups are as follows:

Group 1 Output

18. Purposes of Teraja Conservation Forests: Provide substantial living environment for local people, small scale ecotourism and long-term income from research activities.

Teraja Vision 2015

19. Bukit Teraja as to be one of the heritage parks with compatible infrastructures managed by local communities. Local enterprise are developed having small-scale developments. Homestay and local guides are available guided by the carrying capacity of the area. Niche market development and with specific area designated for research purposes.

Group 2 Output

20. Bukit Teraja is to be gazetted as conservation forests with high biodiversity showcasing local tradition and offer research for local and foreign scientists. It is a place for children and managed by local communities. Basic infrastructures reflect local tradition and practices are provided by relevant Government agencies. Infrastructures are aesthetically designed considering green technologies (solar, recycling). Independent local community management and is self-funded. The Group’s output is attached as ANNEX 5.

Stakeholder and SWOC Analyses

21. Mr. Kolin Ibrahim presented the processes involved in the development of Stakeholders and SWOC analysis. He emphasized that stakeholders refer to institutions and individuals who have an interest in the organization and the work it does. In his presentation, he discussed the use of a matrix for relating to stakeholders variable range of powers and interests.

22. Mr. Ibrahim emphasized that SWOC analysis is very useful information of an organization’s strength, weaknesses, opportunities and challenges. It serves as a powerful tool to assess both current and future situations and provide the management an outline of major issues and develop basis for effective strategies. Sample matrix was also presented for the appreciation of the Workshop participants. His presentation is attached as ANNEX 6.

Group Work Session: Stakeholder, SWOC and Strategic SWOC Analyses
23. The Workshop participants were divided into three (3) groups to conduct Stakeholder, SWOC and Strategic SWOC analyses. The summary outputs of the groups are as follows:

Stakeholder Analysis

24. Groups 2 and 3 conducted the Stakeholder Analysis for the Teraja Conservation Forests. In their analysis, Group 2 considered the Forestry Department, Longhouse community, Tourism Department, Universiti Brunei Darussalam and donor organization to be of high interest and power among the identified stakeholders for Teraja Conservation Forest. Group 3 on the other hand, identified the Internal Security, longhouse community, Museum Department, Forestry Department/HoB, donor organizations, Tourism Department, Belait District Office, Universiti Brunei Darussalam, Town & Country Planning, Environment, Parks & Recreation Department and Tour operators to be of high interest and power. The group’s output is attached as ANNEX 7.

SWOC Analysis

25. Groups 1 and 2 conducted SWOC Analysis for the Teraja Conservation Forest. The groups identified the natural environment, primary forests, biodiversity, culture, local knowledge, communication capabilities and existing infrastructure as the strengths of Teraja Conservation Forest. The opportunities identified are job opportunities and livelihoods to be provided by ecotourism activities, marketing of local products, research activities, existing and active collaborations with government agencies, alignment with Labi area development, and the zonal management as a result of conservation forest status.

26. Identified weaknesses are poor infrastructure maintenance, weak marketing strategies, lack of training for wildlife guides, project management/ownership, human resources, limited funding and poor communication networks. Foreseen challenges refers to implementation and funding, the Marudi road construction, conflict of interest between stakeholders, poaching, illegal agarwood collection, pollution, encroachment, land-use change brought about by development pressures and time frame for gazetting period. The group’s output is attached as ANNEX 8.

SWOC Strategic

27. Group 1 conducted the SWOC strategic analysis for the Teraja Conservation Forest. In their report, the primary strength and major opportunities to be considered and needs investment is the gazettement of the Teraja Conservation Forest to secure the primary forests of the area. It was also recommended to add small-scale developments to existing tourism facilities in the area.

28. The primary weakness and major opportunities identified that needs judgment call include training and job opportunities for guides, homestay management and local arts. Designating the area as wildlife sanctuary would entail knowledge in wildlife management to optimize wildlife observation by tourists.

29. The major challenge and primary strength identified are the ongoing poaching and pollution within the conservation forest that needs intensified patrolling. The alignment between government agencies/stakeholders might lead to the resolution regarding conflicting interests.

30. The planned construction of Marudi road, fund sources and forest damage as a result of poaching, hunting and illegal logging are considered major challenges as well. The Group’s output is attached as ANNEX 9.
MARKET ANALYSIS & MARKETING

Market Analysis

31. Mr. Hans Dols presented the processes involved in marketing analysis. He provided an overview of market analysis, elaborated the definition of market, what market environment look like, who are the customers, who are the competitors, and what are the strategic options in marketing. His presentation is attached as ANNEX 10.

32. Mr. Hans Dols also discussed the concept of marketing strategy and planning, marketing mix, pricing of products/services, placement and promotion.

Group Work Session: Strategic Options, Marketing Plan and Strategy

33. Group 1 conducted an exercise on strategic option whereby they provided a list of complete range of possible “products” and then map these against the “target market” segments. Group 2 on the other hand conducted marketing planning and strategy and defined the product, pricing, placement and promotion for Teraja Conservation Forest. Their output is attached as ANNEX 11.

FIELD TRIP TO TERAJA CONSERVATION FOREST

34. The Workshop participants conducted a field visit at the Teraja conservation forest. They hiked and visited the Bukit Teraja, Wasai Kadir and Wasai Teraja and conducted light discussion with Mendaram and Teraja long house people. The field observation of the workshop participants is attached as ANNEX 12.

RISK ANALYSIS

35. The discussion on Risk Analysis was facilitated by Mr. Kolin Ibrahim. In his presentation, he highlighted the definition of risk, its probability, impact and management. He also discussed risk identification, evaluation and contingency planning. His presentation is attached as ANNEX 13.

Group Work Session: Risk Matrix and Contingency/Risk Planning Table

36. The Workshop participants were divided into three (3) groups to conduct Risk Analysis and Contingency/Risk Planning. The summary outputs of the groups are as follows:

Risk Analysis

37. The groups conducted the risk analysis by filling-up the Risk Matrix provided. Group 1 identified the critical role of project management, funding, and masterplan as the major components with high impacts and most likely to happen. Group 2 considered weak project ownership, bird poaching and lack of green guides as the major concerns with high impacts and high likelihood. For group 3, inefficient management, continuous bird poaching and change of policies/priorities have the most impacts and likelihood. The complete Risk Matrix of the three groups is attached as ANNEX 14.
Contingency/Risk Planning Table

38. Under the Contingency/Risk Planning Table, the workshop participants considered the intervention or commitments from the top management as a response to major risks identified that include project management, funding, weak management, master planning, and gazettement of Teraja. The groups output is attached as ANNEX 15.

MANPOWER AND STAFF

39. Mr. Peter Engbers presented the human resource component of the workshop. In his presentation, he highlighted that staff is a key resource, described organizations skill requirements, staff requirements, skills gaps, and appreciated different ways of addressing skills gaps. Mr. Engbers presentation is attached as ANNEX 16.

FINANCIAL PLANNING

40. Mr. Hans Dols discussed the financial planning component of the workshop. He elaborated the content of a financial plan to include financial history, organogram of finance department, the annual budget, forecasting, presentation of financial statements, and capital proposal. He also provided the procedures and methodologies in budget forecasting and capital appraisal. His presentation is attached as ANNEX 17.

Group Work Session: Organizational Structure, Gap Analysis and Financial Planning

Organizational Structure

41. Group 2 drafted the organizational management structure of the Teraja Conservation Forest. In their draft structure, they identified and positioned the key stakeholders that would play significant role for the attainment of desired objectives. The draft organizational structure and operational organization is attached as ANNEX 18.

Gap Analysis

42. Group 1 conducted an individual role gap analysis for the Teraja conservation forest. In their analysis, tour guiding reflects the largest gap among the identified roles. Individual roles with least gaps are English as a language, defense, use of maps & GPS and cultural knowledge. The gap analysis diagram is attached as ANNEX 19.

Financial Planning

43. Group 3 conducted the financial planning session. They identified the components that need financial planning and budget allocations in order to pursue the vision and objectives of the Teraja conservation forest. The components include training, equipment, conservation activities, marketing, emergency response, and human resources needs. The group’s output is attached as ANNEX 20.

OPERATIONAL PLAN AND ACTIVITY PLANNING

44. Mr. Kolin Ibrahim presented the procedures in the conduct of operational and activity planning. He provided an overview of an operational plan, the processes in procurement,
engagement in contractual agreements, implementing sustainable financing, health, safety & environment standards, and preventive maintenance. At the end of the presentation, he also facilitated the workshop participants in the conduct of action planning for the way forward of the Teraja conservation forest. His presentation is attached as **ANNEX 21**.

**Plenary Session: Action Planning**

45. The workshop participants conducted an action planning for the way forward of the Teraje conservation forests. Based on the outputs of the previous group works and the inputs from the “parking lot” (**ANNEX 22**), the workshop participants formulated the Vision and Objective for the Teraja conservation forest as follows:

**Vision and Objective**

“Deliver a sustainable community driven eco-tourism and research site in Teraja without compromising the local communities of lif”

<table>
<thead>
<tr>
<th>Vision</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>To preserve primary forest in Teraja</td>
<td>Gazet conservation forest</td>
</tr>
<tr>
<td>Provide sustainable living for locals</td>
<td>Develop ecotourism (low impact)</td>
</tr>
<tr>
<td>Preserve and research biodiversity</td>
<td>Provide location for research</td>
</tr>
</tbody>
</table>

46. The workshop participants also reviewed and finalized the proposed organizational structure from the group work session and provided their terms of reference (**ANNEX 23**). At the end of the plenary session, an action plan providing the necessary activities, responsibility areas and time frame were formulated for the way forward of the Teraja conservation forest. The action plan is attached as **ANNEX 24**.

**CLOSING SESSION**

47. The Closing Session was graced by the presence of Yang Mulia Mohd Riza Bin Dato Paduka Hj Yunos, Deputy Permanent Secretary of the Ministry of Industry and Primary Resources.

48. The workshop participants expressed their gratitude for giving them the opportunity to learn, contribute and be a part of the continued conservation of the Teraja forest area. They articulated their commitments and supports for the future activities in order to attain the common vision and objectives for the Teraja Conservation Forest. As such, they conveyed the important role of the local communities in Teraja forest area and to practice optimum sensitivity in collaborating with them as partners.

49. The workshop participants also expressed their appreciation to the facilitators, organizers and secretariat for a very successful and participative workshop.