Danish Cooperation for Environment and Development
(DANCED)

Environmental Conservation Department, MTDEST,
Sabah, Malaysia

Capacity Building of the Environmental Conservation Department, MTDEST, Sabah

Inception Report

December 1999

Technical Assistance
COWI

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'This report contains restricted
information and is for official use only'

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Abbreviations, Acronyms and Malay Terms

AMG	: Area Management Group
C&A	: Communication & Awareness
CEE	: Conservation of Environment Enactment, 1996
CSD	: Civil Services Department
CTA	: Chief Technical Advisor
DA	: Department of Agriculture
DANCED	: Danish Cooperation for Environment and Development
DID	: Drainage and Irrigation Department
DKK	: Danish Kroner
DOE	: Department of Environment
DOF	: Department of Fisheries
EA	: Environmental Assessment
ECC	: Environmental Conservation Council
ECD	: Environmental Conservation Department
EIA	: Environmental Impact Assessment
EIS	: Environmental Information System
EPU	: Economic Planning Unit
FD	: Forestry Department
GIS	: Geographical Information System
LSD	: Land and Survey Department
M&E	: Monitoring & Enforcement
MF	: Ministry of Finance
MIS	: Management Information System
MLGH	: Ministry of Local Government and Housing
MOCET	: Ministry of Culture, Environment and Tourism
MTDEST	: Ministry of Tourism Development, Environment, Science & Technology
MYR	: Malaysian Ringgit
NG	: Network Group
NREB	: Natural Resource and Environment Board
NRO	: Natural Resource Office
O&M	: Operation & Maintenance
PG	: Project Group
PIP	: Project Implementation Plan
PMG	: Project Management Group
PSC	: Project Steering Committee
PWD	: Public Works Department
RTCPD	: Regional Town and Country Planning Department
SP	: Sabah Parks
TA	: Technical Assistance
TOR	: Terms of Reference
UMS	: Universiti Malaysia Sabah
VD	: Veterinary Department
WD	: Wildlife Department
WWFM	: World Wide Fund for Nature, Malaysia

1 Introduction

The three months inception period from September to December 1999 was undertaken as planned. The Project Director and the Chief Technical Advisor have spent this period planning, budgeting, organising, and discussing output, activities and inputs with Environmental Conservation Department staff and key stakeholders. This report is the output of this effort.

Activities undertaken during the inception period includes the following:

- Three workshops in the Environmental Conservation Department
- Establishment of and meetings within six internal Departmental working groups
- Meetings with a number of Directors of other key Departments
- Visit to the Director of the Forestry Department, Sandakan
- Visit to Project Management Groups of DANCED projects in Sabah
- Visit to DANCED, Kuala Lumpur
- Visit to the Project Management Group of the Capacity Building Project, Department of Environment, Kuala Lumpur
- Visit by COWI Home Office Project Accounting Specialist
- Visit by COWI Home Office Project Monitor.

We would like to thank all staff of the Environmental Conservation Department and key stakeholders in other departments, agencies and projects for their input and assistance during the inception period. We are looking forward to the implementation of this challenging and interesting project with the co-operation of a wide number of stakeholders.

Due to time constraints, the Chief Technical Advisor was unable to participate in field inspections and only Kinabalu Park, Crocker Range Park and Sepilok were briefly visited. However, during the forthcoming period, hopefully more field visits will be possible.

Kota Kinabalu, Sabah, November 1999

Yabi Yangkat, Project Director and Carsten Hollander Laugesen, Chief Technical Advisor

2   Executive Summary

Comprehensive planning activities have taken place, involving staff from the Environmental Conservation Department (ECD) in order to reach a common understanding of the outputs and activities and a full agreement of the course of the Project. Furthermore, meetings have been held with key stakeholders.

The most important task during the Inception Phase has been to adjust, supplement, integrate and plan in detail the outputs and activities specified in the Project Document and COWIs Proposal. This has been achieved through defining six main areas, and by linking outputs stated in the Project Document and new outputs with these areas. The areas correspond closely to the sections of the Department. The six areas are:

1.   The Planning Area
2.   The Environmental Assessment Area
3.   The Monitoring & Enforcement Area
4.   The Communication & Awareness Area
5.   The Environmental Information System Area
6.   The Administration Area.

The primary reason for structuring the outputs in relation to these six areas has been to link the project activities close to the main task and responsibilities of ECD. The six areas cover all main functions of the ECD, and the development activities of the project therefore covers the main development areas for ECD during the coming years.

By focusing on the six areas and sections, the role and responsibility of each section will be clarified. At the same time, a series of important tools will be developed and a number of practical experience-based pilot and awareness activities will be implemented.

Objectives & Outputs   The overall and immediate objectives of the Project remain unchanged.

A total of 26 outputs have been planned for the Project. Of these, 14 are in addition to the Project Document outputs (see chapter 3), some representing a detailing of Project Document outputs, and some representing new and additional outputs.

The outputs under the Monitoring & Enforcement, Communication & Awareness and Administration areas are additional outputs compared to the Project Document. Communication & Awareness outputs and activities have been included, as suggested in the proposal by COWI, as they cover an important and inter-linked area within ECD. Monitoring & Enforcement outputs and activities have been included for the same reasons. Outputs and activities for the Administration area have also been included in order to cover the important day to day functions of the Department.

Other important additions include the Environmental Indicator Report, the Environmental Policy and the EIA Compliance Survey.

Objectives, outputs, activities and inputs have been described for each of the six areas (see chapter 4).

Project Approach   As the main aim of the project is to strengthen the planning, management and operational capacity within the ECD, special attention has been paid to training, networking and the possibilities for implementation of pilot and awareness activities.

The training output has been integrated into each of the six areas, in order to strengthen relevance, participation in planning and execution, and appropriate timing. The training output has furthermore been divided into two main fields: (i) Training activities and (ii) Pilot and Awareness activities (Learning-by-Doing). The main reason for this is to create possibilities for both traditional training on a series of environmental management tools and training through application of these tools (pilot project implementation, awareness raising, participation of key stakeholders, information dissemination, case studies). The planning and implementation of the training activities will focus on team building and networking, and will lead to better environmental management practices and more efficient use of resources.

Organisation   The organisation of the Project has been established in accordance with the Danced guidelines. The Project Steering Committee, the Project Management Group, and Area Management Groups have been established. Outputs and activities in the six areas will be carried out by individual project groups within ECD or by network groups comprising staff from ECD and key stakeholders. Both project and network groups will be supported by international and local consultants.

Input   The Project Implementation Plan has been adjusted in order to suit the detailed planning carried out during the Inception Phase. The main changes in the Project Implementation Plan relates to the inclusion of a number of additional outputs and the subsequent integrated planning and timing of all outputs, to implementation of guidelines throughout the whole project period and to an earlier implementation of the Human Resource-plan output.

The total number of man-months for international and local consultants respectively is unchanged. No major change in the budget allocation has taken place. No changes have been made regarding the sub-ceilings of the Project Budget. More detailed budgeting has been made for the training and equipment components. The

	training, awareness and study tour components have been merged into one budget line named Training, pilot and awareness activities.
Procedures Manual	A Procedures Manual describing Project Organisation, Communication, Financial Management and Quality Assurance has been prepared.
Revised Project Document	The changes proposed in this Inception Report do not significantly alter the content or scope of the outputs or activities specified in the Project Document. The major changes relate to inclusion of additional outputs and budgetary adjustments and specifications. A Revised Project Document has been prepared.

3 Project Context

Development Objective

The Development Objective of the Project; *Sustainable environmental management in Sabah,* remain unchanged. The indicators for achievement of the Development Objective, however, will be changed to the indicators used in the Environmental Indicator Report that will be developed through the Project.

Immediate Objectives

The Immediate Objective of the Project; *Enhanced institutional and human resource capacity of the ECD and strengthened inter-departmental co-operation and commitment in the implementation and administration of the Conservation of Environment Enactment (CEE), 1996,* remain unchanged. The indicators for achievement of the Immediate Objective have been changed compared to the Project Document. The following indicators for the immediate objective have been selected:

- The extent to which the Environmental Policy, the Environmental Indicators, the Conservation Strategy, the Human Resource Plan, the Review of the CEE and other planning recommendations are adopted by the ECC and State Government
- Effectiveness of the Environmental Impact Assessment (EIA) system as documented through the EIA Compliance Survey
- Number of monitoring site visits, number of monitoring samples collected, number of warnings, number of fines and collection amount, number of court cases
- ECD budget and number of officers in ECD
- Number of network groups established.

Assumptions & Risks

All the pre-project assumptions and preconditions mentioned in the Project Document have been fulfilled and is no longer relevant for the Project: (i) A Project director and other counterparts with relevant qualifications have been provided. (ii) Staff was well prepared prior to the Project start regarding project objectives and implications. (iii) Logistical arrangements have been solved satisfactorily. (iv) Prescribed Activities and compounding rules have been approved.

The Inception Phase has revealed few changes in the project context compared to the Project Document and COWIs Proposal.

Assumptions still remaining, and of main relevance to the Project outputs, are: (i) sufficient Government budget for ECD, (ii) sufficient staff employed in ECD, (iii)

participation of key stakeholder in project activities, (iv) agreements on technical and policy matters can be reached. An Assumption Monitoring Form has been prepared and is included in Table 7.1.

Two important tasks were carried out during the inception phase. First, to plan and integrate the outputs and activities listed in the project document. Second, to provide practical and realistic approaches on how to reach the project objectives and thereby reduce the importance of the risks and assumptions mentioned above.

The project approach   The activities have been grouped into six main areas, which cover all the expected outputs and adds a number of new outputs. These six areas, listed below, are described in detail in chapter 4.

The six areas are:

1.   The Planning Area
2.   The Environmental Assessment (EA) Area
3.   The Monitoring & Enforcement (M&E) Area
4.   The Communication & Awareness (C&A) Area
5.   The Environmental Information System (EIS) Area
6.   The Administration Area.

Figure 3.1. Areas corresponding to the sections in ECD
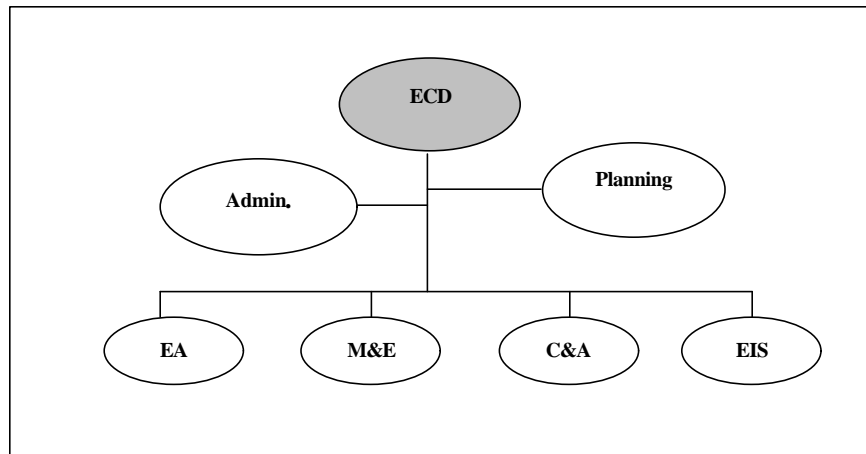
The main reason for structuring outputs in relation to these six areas has been to link the project activities even closer to the main task and responsibilities of ECD. The six areas cover all main functions of the ECD and the development activities of the project covering most of the main development areas for ECD during the coming years.

Taken together, the activities will lead to a number of strategically important innovations, enhancing the environmental management capacity of ECD.

The outputs under the Monitoring & Enforcement, Communication & Awareness and Administration areas are additional outputs compared to the Project Document. C&A has been included, as proposed by COWI, as this section covers an important and inter-linked area within ECD. M&E has been included because of the same reasons. Administration has also been included in order to cover day to day functions of the Department and to involve all Department officers and supporting staff in the Project activities.

As the main aim of the project is to strengthen the planning, management and operational capacity in ECD, special attention have been paid to training and networking outputs and activities:

- The training output has been integrated into the outputs of each of the six areas. This will strengthen the relevance, participation in planning and implementation and appropriate timing

- Furthermore the training output has been divided into two main fields: (i) training activities and (ii) pilot and awareness activities (Learning-by-Doing). The main reason for this is to create possibilities for undertaking 'formal' training on a series of environmental tools and through application of these tools (pilot project implementation, awareness raising, participation of key stakeholders, information dissemination, case studies) creating possibilities for linkages of training and implementation

- Finally, a strong focus on team building and networking has been included. A primary objective of the project is to strengthen the linkages between ECD and other departments and key stakeholders concerned with environmental conservation and protection. Networking will be the key approach to create these linkages.
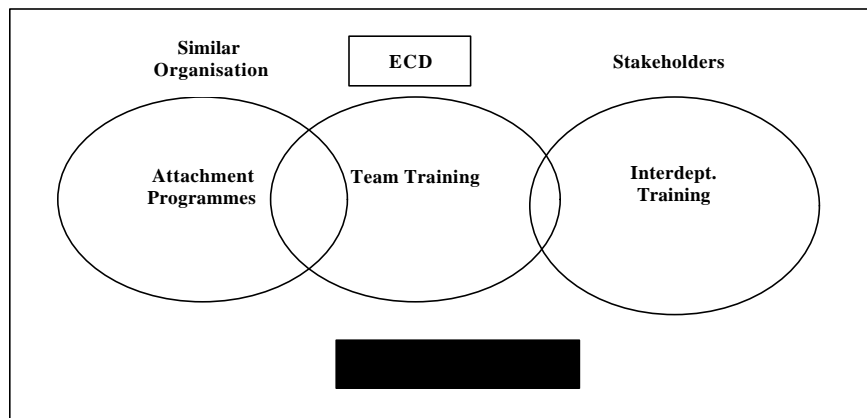

*Figure 3.2. Networking, training and learning-by-doing*

A total of 26 outputs have been formulated for the six areas, see Table 3.1, where new outputs have been marked in *italic*. The outputs formulated in the Project Documents are still covered by the Project. Some have, however, been slightly reformulated (see Table 7.6 and Table 7.7 for a detailed comparison of Project Document outputs and revised Inception Report outputs).

Table 3.1. Areas and Project Outputs

Area	Project Outputs
Planning	1. *Sabah Environmental Indicator Report 1999 & 2002*
	2. *Proposal for a Sabah Environmental Policy*
	3. Proposal for an overall Conservation Strategy, including inventory and environmental conservation recommendations for the 8th Malaysia Plan
	4. A Human Resource-Plan for ECD, including *an ECD 5-10 year Strategy*
	5. A Review of the CEE, 1996
	6. *A Research Strategy and Research Activities implemented*
	7. An Environmental Planning Training Package implemented, *incl. a study tour*
EA	8. A General Handbook on EIA Policy & Procedures, Sabah
	9. Guidelines and *Regulations* for selected prescribed and non-prescribed activities
	10. A Manual on EIA Auditing Procedures and Techniques
	11. *EIA Compliance Survey*
	12. *Guidelines for environmental screening of land alienation & development*
	13. An EA Training Package implemented
M&E	14. *A Monitoring & Enforcement Strategy and focused M&E activities implemented*
	15. *A Monitoring & Enforcement Manual*
	16. A M&E Training Package implemented
C&A	17. *A Communication & Awareness Strategy and focused C&A activities implemented*
	18. *Dissemination of Project Lessons Learned*
	19. *A C&A Training Package implemented*
EIS	20. *Establishment of a Management Information System*
	21. *Establishment of a Departmental home-page*
	22. Establishment of GIS
	23. An EIS Training Package implemented
Admin.	24. *An ISO 9000 certification*
	25. *An ECD environmental information resource centre*
	26. *An Organisational Development Training Package impl.*

Project Organisation

The Project Organisation has been established. Figure 3.3 gives an overview of the Organisational set up. Simplicity in project organisation has been a key issue in the establishment of the project organisation.

Figure 3.3. Project Organisation
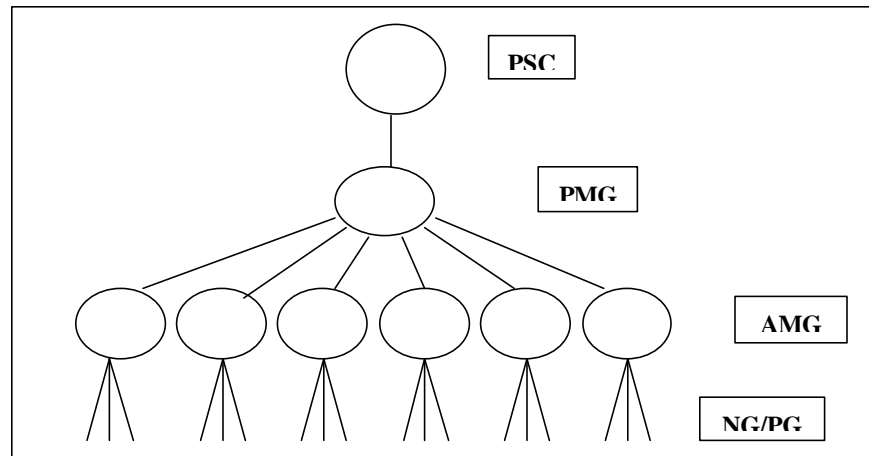
Members of the *Project Steering Committee* (PSC) have been identified and the PSC will establish itself during the first Committee meeting. The identified members of the PSC are:

- Permanent Secretary, MTDEST, chairperson
- Permanent Secretary, MF
- Director, ECD
- Director, DID
- Director, DOE
- Director, DA
- Director, FD
- Director, DOF
- Director, LSD
- Director, RTCPD
- Director, NRO
- Director, WD
- Director, CSD
- Director, State EPU
- Representative from Federal EPU
- Representatives from DANCED.

The Project Management Group (PMG) is established and consists of:

- Project Director Yabi Yangkat, Deputy Head, ECD
- CTA Carsten Hollænder Laugesen, COWI.

The responsibilities and roles of the PSC and the PMG are described in the Procedures Manual.

Area Management Groups (AMG). For each of the six areas an Area Management Group has been established consisting of 1-2 ECD staff and the PMG.

Project and Network Groups (PGs and NGs). The Area Management Group will determine how each of the outputs linked to the area should be reached. The Area Management Group can establish network groups or internal project groups for achievement of specific outputs. The network groups will consist of staff from ECD, staff from other Departments, key stakeholders and consultants, while the project group will consists of ECD staff and consultants.

4 Project Outputs

In this chapter, objectives, outputs, activities and inputs will be reviewed for the six areas. The areas, taken together, make up the total project. We have chosen in the descriptions below to be as specific as possible in order to give a precise picture of expected activities and results. However, a capacity building project is 'a needs based project', and therefor will have to be flexible in relation to changes in the needs and wishes of the Department. Changes in outputs might occur, and will be subject to approval by the Project Steering Committee. Changes in planned activities will certainly occur. An Output Monitoring Form has been prepared and included in Table 7.2.

For each area an Area Management Group will be established consisting of 1-2 staff and the Project Management Group. The Area Management Groups will start the activities with the preparation of a work and time schedule that determines responsibilities and inputs (who should be involved how and when) for each output linked to the area.

Training plays an important and integral part of the overall project and covers training and strengthening of the following sections; Environmental Planning, Environmental Impact Assessment, Environmental Enforcement & Monitoring, Environmental Communication & Awareness, Environmental Information Systems and Administration of an Environmental Department. We have chosen to integrate and link the training component directly to each of the professional sections of the Department.

Training methods, e.g. team building, seminars, on the job training through project group participation and attachment programmes, will be applied. The attachment programmes for Environmental Conservation Department (ECD) officers will use a formal framework (package) i.e. weekly reporting of lessons learnt, action plans, host company plans, presentations at the host organisation upon completion and in ECD upon return, a self-assessment of the impact upon ECD three months after return.

4.1 Development activities within the Planning Section

Objectives
To enhance the long-term environmental planning capacity of the Environmental Conservation Department.

Outputs
The following outputs are planned:

Project Output No. 1: Sabah Environmental Indicator Reports 1999 and 2002
Project Output No. 2: Proposal for a Sabah Environmental Policy
Project Output No. 3: Proposal for an overall Conservation Strategy, including inventory of conservation areas and environmental conservation recommendations for the 8th Malaysia Plan
Project Output No. 4: A Human Resource-Plan for ECD, including an ECD 5-10 year Strategy
Project Output No. 5: A Review of the CEE, 1996
Project Output No. 6: A Research Strategy and research activities implemented
Project Output No. 7: An Environmental Planning Training Package implemented, including an interdepartmental study tour.

Framework
Figure 4.1. illustrates the main concept behind the activities scheduled for the Planning section. The main purpose of the Planning section is two-fold: (i) to develop environmental policies, strategies and action plans, and to attract and secure human and financial resource for the Department making it possible to implement the role and responsibilities of the Department.

Figure 4.1. The Objective of the Planning Section
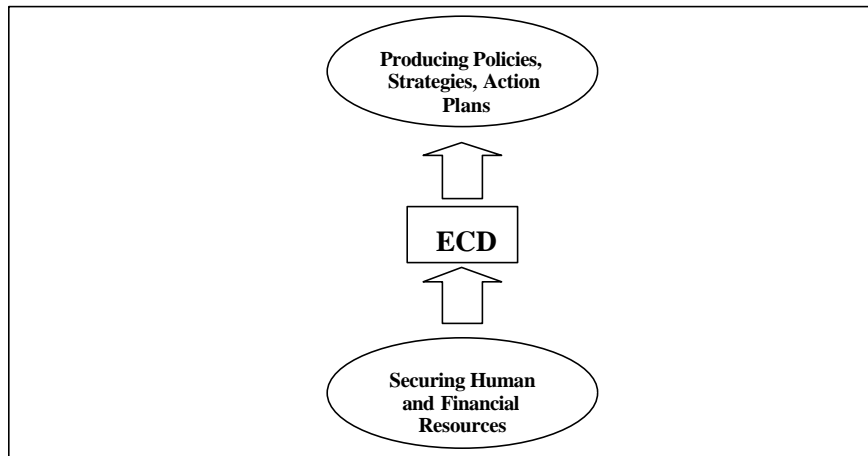
Activities
The following activities are planned:

Activity 1.1 Prepare the Environmental Indicators 1999 and 2002. This will include (i) Draft of proposed environmental parameters, (ii) Data availability workshop. (iii) Workshops to identify and develop data collation and standardisation procedures for ECD and participating stakeholders. (iv) Production, publication and dissemination of the report. (v) Repetition of the report in 2002.

Activity 1.2 Prepare a proposal for the Sabah Environmental Policy with reference to the National Biodiversity Policy and other National Environmental policies. This will include (i) initial definition of the Natural Resource base of Sabah and a description of environmental problems. (ii) Prepare a Draft Sabah Environmental Policy. (iii) Discussions with relevant stakeholders. (iv) Finalisation.

Activity 1.3 Propose an overall Conservation Strategy, including preparing an inventory of conservation areas and making environmental conservation recommendations for the 8th Malaysia Plan. This will include (i) establishment of a reference inventory of existing and proposed conservation areas. (ii) Review the existing conservation strategy of Sabah and identify areas of importance that have not been addressed viz a viz what has been achieved. (iii) Make a proposal for a strategy for Conservation Areas for Sabah. (iv) Identify and prioritise environmental conservation projects for recommendation for the 8th Malaysia Plan.

Activity 1.4 Formulate a Human Resource-Plan for ECD, including a proposal for an ECD 5-10 year strategy. This will include (i) a comparative study of functions and visions of other national Environmental Departments. (ii) Status of the Human Resources of ECD in relation to the mandate given under the CEE, 1996. (iii) Review of existing Human Resources of MTDEST and other environmental related agencies. (iv) A proposal on Human Resource needs for ECD under the 8th Malaysian Plan.

Activity 1.5 Review the CEE, 1996. Following the implementation of the CEE, 1996 (i) review the enactment and its rules and regulations with particular attention being paid to section 3 and section 22. (ii) Make recommendations for amendments to CEE, 1996. (iii) Review existing and planned enforcement mechanisms and incentive schemes. (iv) Make recommendations for new enforcement mechanisms and incentive schemes that improves the implementation of the CEE.

Activity 1.6 Prepare a Research Strategy and implement research activities. This will include (i) formulation of a departmental research strategy, (ii) support research within different prioritised research areas, e.g. bio-indicators for water quality, correlation between protected areas and traditional water supply systems and examinations of post-environmental impact assessment.

Activity 1.7 Implement an Environmental Planning Training Package on e.g. environmental management, policy formulation, legislation, general planning and management, conflict resolution, organisational development, etc. The target group for the training activities will primarily be staff of the ECD, but will also include other relevant stakeholders. The package will include attachment programmes for ECD staff and an interdepartmental international study tour with participants from

e.g. ECD, FD, NRO, DID, DOF, DA, VD, RTCPD, LSD, WD, MTDEST, MLGH, MF, CSD, the Project Director and the Chief Technical Advisor.

Indicators	Output indicators are shown in the Project Logical Framework (see Table 7.2).

Timing	Preliminary timing for the outputs are shown in Table 4.1.

Table 4.1. Approx. timing

Outputs	Start	Completion
Sabah Environmental Indicator Report 1999	Jun. 00	Dec. 00
Sabah Environmental Indicator Report 2002	Feb. 02	Jul. 02
Proposal for a Sabah Environmental Policy	Jun. 00	Dec. 00
Proposal for overall Conservation Strategy	Jan. 00	Jun. 00
Human Resource-Plan for ECD	Dec. 99	Jun. 00
A Review of the CEE, 1996	Apr. 02	Jun. 02
A Research Strategy	Feb. 00	Jun. 00
Research activities implemented	ongoing	
An Planning Training Package,	ongoing	
Study tour	Jun. 00	

Input	The Area Management Group will initially consist of Jammy Gabriel and the PMG.

An attempt will be made to establish an Environmental Management Committee. The Committee will consist of RTCPD, LSD, NRO, DID, FD, DOE, DA, SP, WD, DOF, VD, UMS, and WWFM. The role and function of the Committee should include commenting on the Environmental Indicator Report, the National Policy, the Human Resource-plan and the review of the CEE and participation in training activities.

Consultancy inputs are expected from the Chief Technical Advisor, Tony Greer and approx. 5 man-month local consultants.

## 4.2 Development activities within the Environmental Assessment Section

Objectives

To strengthen the Environmental Assessment (EA) capacity and Environmental Impact Assessment (EIA) compliance procedures of the Environmental Conservation Department (ECD).

Outputs

The following outputs are planned:

Project Output No. 8:   A General Handbook on EIA Policy and Procedures for Sabah

Project Output No. 9:   Guidelines and Regulations for selected prescribed and non-prescribed activities

Project Output No. 10:   A Manual on EIA Auditing Procedures and Techniques

Project Output No. 11:   EIA Compliance Survey

Project Output No. 12:   Guidelines for environmental screening of land alienation & development

Project Output No. 13:   An EA Training Package implemented.

Framework

Figure 4.2. illustrates the main concept behind the activities scheduled for the development of the Environmental Assessment (EA) section, namely to combine the development of the EIA System (Handbooks, guidelines, etc.) with a focus on the 'real life' effectiveness through implementation of awareness activities and follow up surveys and analysis.

Figure 4.2. Combining development of EIA tools with implementation activities
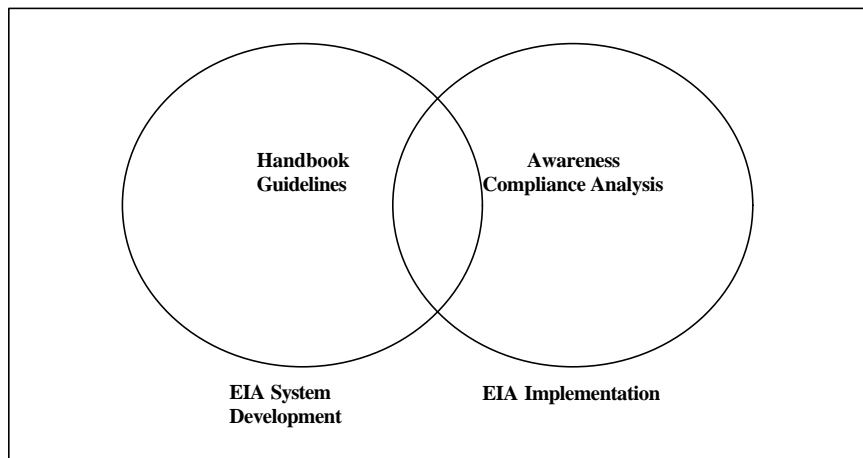
Activities

The following activities are planned:

Activity 2.1 Prepare an General Handbook on EIA Policy and Procedures.
This will include (i) Draft preparation. (ii) Consultation with relevant resource persons. (iii) Finalisation and dissemination, including information programmes on ECD procedures, requirements, report preparation and standards expected for relevant stakeholders, e.g. registered EIA companies. (iv) Up-date the Handbook after 1-2 year of implementation.

Activity 2.2 Select and produce Guidelines and Regulations for selected prescribed and non-prescribed activities. Guidelines and Regulations will be prioritised on pertinence and whether or not DOE and the National Resource Environmental Board, Sarawak, have already produced guidelines. Preparation on the following guidelines is initially planned for the first project year: (i) River sand and stone extraction. (ii) Hill cutting and construction of buildings for commercial or industrial purposes on hills with slopes having gradient of 20 degrees or more. (iii) Forestry. (iv) Agriculture. (v) Livestock farming. (vi) Quarrying. Additional guidelines will be identified and described in the coming Progress Reports.

Activity 2.3 Prepare a Manual for EIA auditing procedures and techniques. The Manual will include e.g. checklists for auditing, compliance working procedures, methods for addressing cumulative impacts. This will include (i) draft preparation. (ii) Consultation with relevant resource persons. (iii) Finalisation and dissemination.

Activity 2.4 Undertake a compliance survey of the EIA system. The compliance analysis will be undertaken after 1-2 years of implementation of the EIA system in order to assess relevance and the need for adjustments.

Activity 2.5 Develop guideline for environmental screening of land alienation and development in order to improve the quality of land alienation and development plan applications. This will include (i) review of existing procedures. (ii) Selection of pilot districts, e.g. Tuaran, Penampang and Kota Kinabalu. (iii) Establish a working group with local authorities and district offices to develop and clarify procedures for land applications and development plans. (iv) Testing the guidelines, (v) Develop an environmental checklist for land use zoning.

Activity 2.6 Develop and implement an EA Training package on EIA assessment and auditing. The target group for the training activities will primarily be ECD staff and core members of the EIA Network Group (see below), but may also include other relevant stakeholders. The Package will include attachment programmes for ECD staff.

Indicators   Output indicators are shown in the Project Logical Framework (see Table 7.2).

Timing   Preliminary timing for the outputs for the EA section are shown in Table 4.2.

Table 4.2. Approx. timing

Outputs	Start	Completion
General Handbook on EIA Policy and Proc.	Nov. 99	Jan. 00
Update of Handbook	Jan. 02	Feb. 02
Guidelines/regulations for selected prescribed & non-prescribed activities	Dec. 99	Dec. 00
Additional guidelines	Ongoing	
Manual on EIA Auditing Proc. & Techiq.	Oct. 01	Jan. 02
EIA Compliance Surveys	Jan. 02	Feb. 02
Guidelines for environmental screening of land alienation & development	Jun. 00	Jun. 01
An EA Training Package implemented	Ongoing	

Input   The Area Management Group will initially consist of Vitalis J. Moduying and the Project Management Group.

An EIA Network Group will be established. The EIA Network Group will consist of a core group of environmental assessment staff from DOE, FD, DA, LSD, NRO, RTCPD, DID, PWD. Other stakeholders, like MLGH, SP, WD, DOF, UMS, WWF, will be included on an ad hoc basis. The role and function of the network group should include formulation of guidelines, participation in training activities, and commenting on Handbooks and Manual.

Consultancy inputs are expected from the Chief Technical Advisor, Tony Greer, Gert Johansen, Douglas Clark and approx. 6 man-month local consultants.

4.3   Development activities within the Monitoring and Enforcement Section

Objectives

To strengthen the capacity of the Monitoring and Enforcement (M&E) section of the Environmental Conservation Department.

Outputs

The following outputs are planned:

Project Output No. 14:   A Monitoring & Enforcement Strategy and M&E activities implemented

Project Output No. 15:   A Monitoring & Enforcement manual

Project Output No. 16:   A Monitoring & Enforcement Training Package implemented.

Framework

Figure 4.3 illustrates the main concept behind the activities scheduled for the development of the M&E section. The aim is two-fold: (i) to develop the strategies and approaches to be used by the Section, and (ii) to improve technical skills and techniques.

Figure 4.3. Combining development of approaches and techniques

Activities

The following activities are planned:

Activity 3.1 Prepare a M&E strategy that outlines the areas and methods on which enforcement will focus. The following activities are envisaged (i) a number of workshops, (ii) draft strategy paper by ECD Monitoring & Enforcement officers and consultants, (iii) discussion of draft strategy paper with relevant stakeholders, (iv) finalisation of M&E Strategy Paper.

Activity 3.2 Implement focused M&E (hot spot) activities. This could include (i) selection of one or more environmental topics or hot spots, (ii) planning of inte-

grated inter-departmental M&E activities for the selected hot spots, (iii) implementation.

Activity 3.3 Prepare a M&E Manual that includes step by step procedures for e.g. inspection, investigation, environmental monitoring, sampling, legislation/prosecution. This will include e.g. (i) a draft manual by ECD Monitoring & Enforcement officers and consultants, (ii) discussion of draft manual with relevant stakeholders, (iii) during a one year period gathering of experience, methods, ideas, (iv) finalisation of M&E Manual.

Activity 3.4 Develop and implement a M&E Training package on e.g. judicial procedures and legal strategies, representative sampling and monitoring programmes, monitoring, compliance and enforcement procedures. The target group for the training activities will primarily be ECD staff and core members of the M&E Network Group (see below), but may also include other relevant stakeholders. The Package will include attachment programmes for ECD staff.

Indicators   Output indicators are shown in the Project Logical Framework (see Table 7.2).

Timing   Preliminary timing for the outputs for the M&E section is shown in Table 4.3.

Table 4.3. Approx. timing

Outputs	Start	Completion
A M&E Strategy	Jan. 00	Jun. 00
M&E activities implemented	Ongoing	
A Monitoring & Enforcement Manual	May 00	Nov. 00
A M&E Training Package implemented	Ongoing	

Input   The Area Management Group will initially consist of Theodore Kinson and the Project Management Group.

A M&E Network Group will be established. The M&E Network Group will consist of a core group of M&E officers from LSD, DID, FD, DOE, DOF, SP, WD, VD. Other stakeholders will be included on an ad hoc basis. The role and function of the network group should include formulation of strategy, implementation of action plans, commenting on manuals and participation in training activities.

Consultancy inputs are expected from the Chief Technical Advisor, Tony Greer, Karsten Due Jensen, Sten Rønhave and approx. 4 man-month local consultants.

4.4   Development activities within the Communication & Awareness Section

Objectives   To enhance the capacity for undertaking environmental awareness activities and to communicate effectively with the appropriate target groups.

Outputs   The following outputs are planned:

Project Output No. 17:   ECD Communication & Awareness (C&A) Strategy and C&A activities implemented
Project Output No. 18:   Project Lessons Learned disseminated
Project Output No. 19:   A C&A Training Package implemented.

Framework   Figure 4.4 illustrates the main concept behind the activities scheduled for the development of the C&A area. Namely, to develop a C&A strategy for the Department, that includes two legs: (i) General Environmental Conservation C&A activities, and (ii) specific and focused C&A activities, that is linked closely to other sections of the Department.
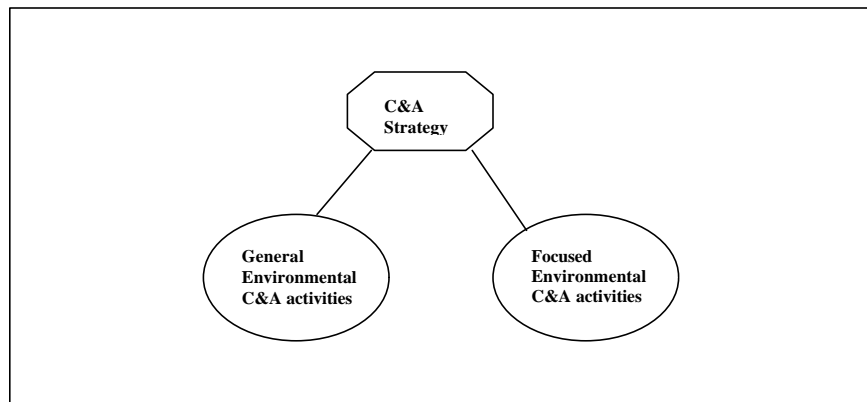
Figure 4.4 Implementing both general and focused C&A activities

Activities   The following activities are planned:

Activity 4.1 Develop an ECD C&A strategy. This will include (i) Draft strategy. (ii) Consultation with relevant stakeholders. (iii) Finalisation.

Activity 4.2 Implement focused C&A activities. These C&A activities will be linked to development activities of the Planning, Environmental Assessment, Monitoring & Enforcement and Environmental Information System sections, e.g. (i) The development and dissemination of the Environmental Indica-

tors Reports. (ii) The development and dissemination of EIA Handbook and Guidelines and EIA information activities. (iii) Focused Monitoring & Enforcement awareness activities. (iv) Launching of the ECD homepage.

Activity 4.3 Implement general Environmental Conservation C&A activities. This will include e.g. (i) road shows, (ii) proactive newspaper coverage, etc. Furthermore it will include development of relevant C&A material (i) Short presentation videos. (ii) Pamphlets. (iii) Exhibition materials. (iv) General format and layout of ECD materials. (v) Briefing Kit.

Activity 4.4 Plan and implement project end dissemination activities. Project end dissemination activities will be planned to summarise lessons learnt and discuss the future perspectives of Environmental Conservation in Sabah and of the ECD.

Activity 4.5 Develop and implement a C&A Training package on e.g. C&A strategies, facilitation, team building, motivation, communication, presentation techniques, networking, and media coverage. The target group for the training activities will primarily be ECD staff and core members of the C&A Network Group (see below), but may also include other relevant stakeholders. The Package will include attachment programmes for ECD staff.

Indicators   Output indicators are shown in the Project Logical Framework (see Table 7.2).

Timing   Preliminary timing for the outputs for the C&A section are shown in Table 4.4.

Table 4.4. Approx. timing

Outputs	Start	Completion
A C&A Strategy	Jan. 00	May 00
C&A activities implemented	Ongoing	
Dissemination of Project Lessons Learned	Jul. 2002	Aug. 02
A C&A Training Package implemented	Ongoing	

Input   The Area Management Group will initially consist of Ainon Salam and the Project Management Group.

A C&A Network Group will be established. The C&A Network Group will consist of a core group of C&A officers from e.g. DID, FD, DOE, DA, DOF, SP, WD. Other stakeholders, like Yayasan Sabah, Education Department, Health Department, Training College, Universiti Malaysia Sabah, WWFM, Sabah Nature Club, Radio Television Malaysia, will be included when appropriate. The role and function of the network group should include formulation of strategy, implementation of activities, and participation in training activities.

Consultancy inputs are expected from the Chief Technical Advisor and approx. 3 man-month local consultants.

4.5   Development activities within the Environmental Information System Section

Objectives   To establish an Environmental Information System (EIS), providing the capacity to manage, store, process and utilise data relevant to good environmental decision making.

Outputs   The following outputs are planned:

Project Output No. 20:   Establishment of a Management Information System (MIS)
Project Output No. 21:   Establishment of a departmental home-page
Project Output No. 22:   Establishment of a Geographical Information System (GIS)
Project Output No. 23:   An EIS Training Package implemented.

Framework   Figure 4.5 illustrates the main concept behind the activities scheduled for the development of the EIS area. EIS will (initially) focus resources and time on establishment of computerised work flows and skills within the Department, and on top of that build the Management Information Systems, linkages to the homepage and finally the implementation and use of GIS in the Department

Figure 4.5. Building the Computerised Department
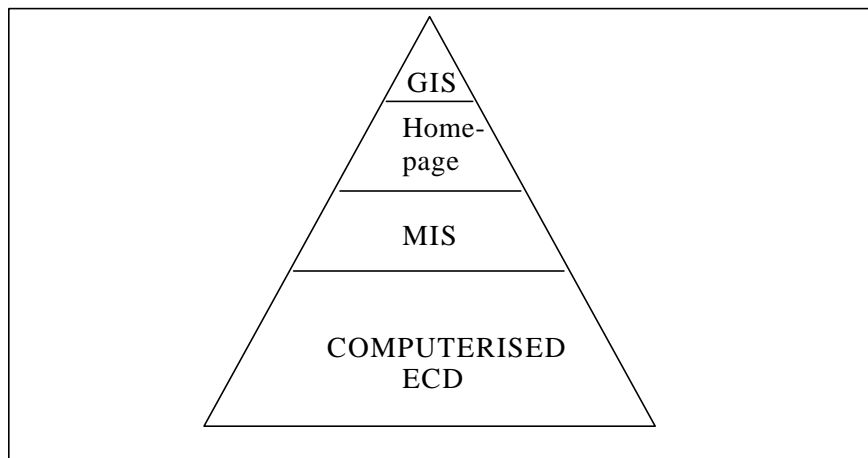
Activities   The following activities are planned:

Activity 5.1 Design, construct and implement MIS. This will include (i) Definition of database needs for each area. (ii) Establishment of data dictionary, relations between databases, forms of entry, reporting. (iii) Implementation.

Activity 5.2 Design, construct and implement a homepage. This will include (i) Review needs and approach. (ii) Implementation.

Activity 5.3 Design, construct and implement GIS. This will include (i) Procure and install equipment. (ii) Establish spatial databases to be used for e.g. monitoring of cumulative impacts via geographic location of planned development, complaints and for supporting the environmental indicator reporting. (iii) Develop when needed appropriate thematic layers.

Activity 5.4 Implement EIS training. Training will be customised to both general and specialist requirements, and will e.g. contain (i) specialised training, (ii) introduction training, (iii) homepage training, (iv) Access/excell training, (v) GIS/remote sensing training.

Indicators   Output indicators are shown in the Project Logical Framework (see Table 7.2).

Timing   Preliminary timing for the outputs for the EIS section are shown in Table 4.5.

Table 4.5. Approx. timing

Outputs	Start	Completion
Establishment of MIS	Nov. 99	Apr. 00
Establishment of a Homepage	Dec. 99	Jun. 00
Establishment of GIS	Jan. 00	Jun. 01
A EIS Training Package implemented	Ongoing	

Input   The Area Management Group will initially consist of Frederick Soon and the Project Management Group.

Stakeholders will be included on an ad hoc basis, e.g. in training activities, sharing of data, etc.

Consultancy inputs are expected from the Chief Technical Advisor, Tony Greer, Kim V. Jakobsen and approx. 2 man-month local consultants.

4.6   Development activities within the Administration Section

Objectives   To strengthen administrative procedures that effectively support the main functions and responsibilities of the Environmental Conservation Department.

Outputs   The following outputs are planned:

Project Output No. 24:   An ISO 9000 certification
Project Output No. 25:   An ECD environmental information resource centre
Project Output No. 26:   An Organisational Development Training Package implemented.

Framework   Figure 4.6 illustrates the main concept behind the planned activities. The aim of the Administration section is to deliver supportive administrative procedures, that makes the services and work of the Environmental Department smooth, customer friendly and efficient.

Figure 4.6. Supportive administrative procedures
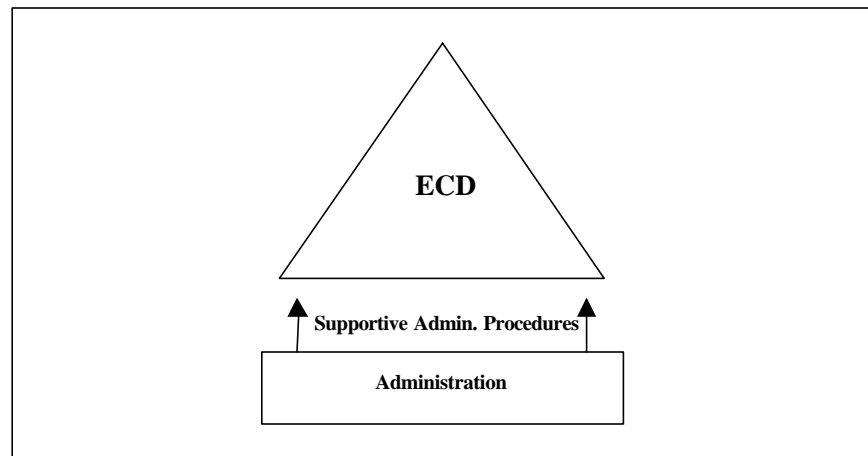
Activities   The following activities are planned:

Activity 6.1 Develop MS ISO 9000 documents. This will include (i) Establish a working group. (ii) Support documentation.

Activity 6.2 Design and develop a resource centre for the new ECD office. This will include (i) Assign and train clerical staff. (ii) Design of library classification system. (iii) Identification of relevant journals/reports and key publications for the centre.

Activity 6.3 Implement an Organisational Development Training Package.
This will e.g. include (i) departmental induction programmes, (ii) computer training, (iii) accounting/financial management, (iv) ad hoc training possibilities, (v) link when possible support staff and duties to project groups.

Indicators   Output indicators are shown in the Project Logical Framework (see Table 7.2).

Timing   Preliminary timing for the outputs are shown in Table 4.6.

Table 4.6. Approx. timing

Outputs	Start	Completion
An ISO 9000 certification	Jan. 00	Feb. 02
An ECD Environmental Resource Centre	Ongoing	
An Organisational Development Training Package implemented	Ongoing	

Input   The Area Management Group will initially consist of Teresa A. Dainal, Anna Wong and the Project Management Group.

Consultancy inputs are expected from the Chief Technical Advisor and approx. 1 man-month local consultants.

5 Project Implementation Plan

The Project Implementation Plan (PIP) has been revised in accordance with the new planned outputs and activities. The manning schedule has also been revised accordingly.

The major changes in the PIP relates to

- The inclusion of a number of additional outputs and the subsequent integrated planning and timing of all outputs

- Implementation of guidelines throughout the whole project period

- An earlier implementation of the Human Resource-plan output

- An earlier initiation of the Management Information System (MIS) and Geographical Information System (GIS) outputs.

No major changes in the staff inputs are envisaged at present. However, it can be mentioned that the MIS expert used by the DANCED ICZM project will be utilised to assist the setting up of the MIS in ECD, thereby creating coherence and complementation between DANCED projects. Furthermore a preliminary scheduling of the international short-term consultant input has been undertaken (see also chapter 4 and the Project Implementation Plan in Table 7.5). Local consultants will be hired when appropriate.

The total number of man-months for international and local Consultants respectively is unchanged.

Sub-consultancy agreements with local consultants have not yet been made.

The revised Project Implementation Plan is enclosed in Table 7.5.

Prioritised outputs for the coming ½year is shown in Table 5.1.

Table 5.1: The next ½ year

Area	Project Output No.	Prioritised Outputs
Planning	3	Proposal for Conservation Strategy finalised
	4	HRD Strategy finalised
EA	8	EIA Handbook finalised
	9	2 Guidelines finalised
M&E	14	M&E strategy developed, followed by initial implementation of specific activities
C&A	17	C&A strategy developed, followed by initial implementation of specific activities
EIA	20	Computerised, networked Department established
	21	Homepage finalised
	22	3-5 work procedures MIS-databased
	23	GIS initiated
Admin	24	ISO 9000 initiated
	25	Resource Centre established

6   Project Document

Based on the findings in the Inception phase, the Project Logical Framework and Project Budget from the original Project Document has been revised accordingly (see Table 7.7, Table 7.8 and Table 7.9).

The development and immediate objectives of the Project have however remained unchanged.

Chapter 7, Table 7.6 and Table 7.7, shows the original Project Document and proposed Inception Report Project Logical Framework, respectively for easy comparison and reference.

The Government of Sabah input for the Project has remained unchanged at 1,980,000 DKK.

Chapter 7, Table 7.8 shows the difference between DANCED budgets as specified in the Project Document, the Consultants' Contractual Project Budget and the revised budget as per the present Inception Report.

Chapter 7, Table 7.9 shows a total summary of the DANCED sub-ceilings of the Project Budget, while Table 7.10 and Table 7.11 shows a breakdown of expenses for training, pilot & awareness and equipment DANCED budget components. The proposal for this breakdown has been prepared following the planning of activities and estimated costs for these activities, including a survey of equipment costs. As can be seen from the Tables, no adjustments in sub-budget ceilings are involved and the overall budget stays the same with 10 percent contingencies available.

Procurement of equipment will be initiated immediately after the first Project Steering Committee meeting.

The office facilities are presently located in Wisma Tun Fuad Stephens. On approximately December 1999, the ECD will move to a new office building in Kota Kinabalu.

7   Annexes

7.1   Assumptions Monitoring Form

The Assumptions Monitoring Form, Table 7.1, has been developed to cover only primary and relevant assumptions, mainly correlated to Project outputs. Assumptions related to objectives, activities and inputs are listed in Table 7.7.

Table 7.1. Assumptions Monitoring Form

Assumptions	Comments
Sufficient Government budget and staff for ECD	None presently
Sufficient staff employed in ECD	None presently
Participation of key stakeholder in project activities	None presently
Agreements on technical and policy matters can be reached	None presently

7.2 Output Monitoring Form

Table 7.2 summarises planned outputs, indicators, means of verification and due date, within the development areas as described in chapter 4.

Table 7.2. Area/Output Monitoring Form

Area	Outputs	Indicators	Means of verification	Due Date
Planning	1. Sabah Environmental Indicator Report 1999 & 2002	Documents produced	Progress reports	See PIP, chapter 5
	2. Proposal for a Sabah Environmental Policy	Document produced	Progress reports	See PIP, chapter 5
	3. Proposal for an overall Conservation Strategy, including inventory and environmental conservation recommendations for the 8th Malaysia Plan	Documents produced	Progress reports	See PIP, chapter 5
	4. A Human Resource-Plan for ECD, including an ECD 5-10 year Strategy	Document produced	Progress reports	See PIP, chapter 5
	5. A Review of the CEE, 1996	Document produced	Progress reports	See PIP, chapter 5
	6. A Research Strategy and research activities implemented	Activities implemented	Progress reports	See PIP, chapter 5
	7. An Environmental Planning Training Package implemented, incl. a study tour	Activities implemented	Progress reports	See PIP, chapter 5
EA	8. A General Handbook on EIA Policy and Procedures for Sabah	Document produced	Progress reports	See PIP, chapter 5
	9. Guidelines and Regulations for selected prescribed and non-prescribed activities	Documents produced	Progress reports	See PIP, chapter 5
	10. A Manual on EIA Assessment and Auditing Procedures and Techniques	Document produced	Progress reports	See PIP, chapter 5
	11. EIA Compliance Surveys	Documents produced	Progress reports	See PIP, chapter 5
	12. Guidelines for environmental screening of land alienation and development	Activities implemented	Progress reports	See PIP, chapter 5
	13. An EA Training Package implemented	Activities implemented	Progress reports	See PIP, chapter 5
M&E	14. A M&E Strategy and focused M&E activities implemented	Activities implemented	Progress reports	See PIP, chapter 5
	15. A Monitoring & Enforcement Manual	Document produced	Progress reports	See PIP, chapter 5
	16. A M&E Training Package implemented	Activities implemented	Progress reports	See PIP, chapter 5

C&A	17. A Communication & Awareness Strategy and focused C&A activities implemented	Activities implemented	Progress reports	See PIP, chapter 5
	18. Dissemination of Project Lessons Learned	Activities implemented	Progress reports	See PIP, chapter 5
	19. A C&A Training Package implemented	Activities implemented	Progress reports	See PIP, chapter 5
EIS	20. Establishment of a Management Information System (MIS)	Activities implemented	Progress reports	See PIP, chapter 5
	21. Establishment of a Departmental homepage	Appearance	Progress reports	See PIP, chapter 5
	22. Establishment of GIS	Activities implemented	Progress reports	See PIP, chapter 5
	23. An EIS Training Package implemented	Activities implemented	Progress reports	See PIP, chapter 5
Admin.	24. An ISO 9000 certification	Certification	Progress reports	See PIP, chapter 5
	25. An ECD environmental information resource centre	Physical presence	Progress reports	See PIP, chapter 5
	26. An Organisational Development Training Package implemented	Activities implemented	Progress reports	See PIP, chapter 5
Project Reporting	Inception Report	Document		Months 3
	Rev. Project Document	Document		Months 3
	Procedures Manual	Document		Months 3
	Progress Report 1	Document		Months 6
	Progress Report 2	Document		Months 12
	Progress Report 3	Document		Months 18
	Progress Report 4	Document		Months 24
	Progress Report 5	Document		Months 30
	Completion Report	Document		Months 36

7.3 Procurement Summary Form

The following Tables outline procurements in relation to Subject, Type of Activity, Sector, Type of Supplier and Tied / Untied.

Table 7.3 Procurement by Subject and Type of Activity

Area of activity	% of total budget	% Institution/ capacity building	% Awareness Rising	% Environmental investment	% Demonstration projects
Urban/Industry					
Biodiversity					
Forestry					
Coastal Zone Water					
Energy					
Agriculture					
Total	100[1]				

Table 7.4: Procurement by Sector and Type of Supplier

Sector	Denmark	Local	Elsewhere	Total
Industry		100		100
Professional/Consultancy				
Research/development				
Education				
Other				
Sectors total		100		100
Type of Supplier	Denmark	Local	Elsewhere	Total
Public Organisation				
Private Company		100		100
Private non-profit Organisation				
NGO				
Suppliers total		100		100
Procurement by Extent Tied/Untied to Specific Country	(Tied)	(Untied)	(Untied)	(Tied/Untied)
		100		100

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[1] No sector specified, because the Project is a multi-sector capacity building project

7.4   Revised Project Implementation Plan

The revised Project Implementation Plan is included as Table 7.5 overleaf. The Table must be regarded as only indicative, since changes may occur during project implementation.

Table 7.5 PIP

7.5   Revised Project Document - Logical Framework

The original Project Logical Framework and the proposed revised Project Logical Framework is included as Table 7.6 and Table 7.7 overleaf.

Table 7.6 Original Project Logical Framework

Narrative summary	Verifiable Indicators	Means of verification	Risks and assumptions
Development objective: Sustainable environmental management in Sabah.	Physical environmental properties such as quality of water, soils and air (e.g. as measured by Biological Oxygen Demand, Air Pollution Index, extent of haze cover); biodiversity (conservation areas and other areas - e.g. numbers and populations of species of flora, fauna, fish, etc); quantity of land area variously under forest, mono-culture plantations, urban/industrial uses etc; quantities of degraded areas (in hectares/square miles) per year	Ongoing data collection from surveys and censuses conducted by various State agencies; compilation and analysis by ECD (could include data collected by Ministry of Science, Technology and the Environment)	Weather conditions remain stable; pressures from agricultural and industrial economic growth and in-migration remain as predicted; no Government of Sabah/Government of Malaysia environmental or institutional policy changes
Immediate objective: Enhanced institutional and human resource capacity of the ECD and strengthened inter-departmental co-operation and commitment in the implementation and administration of the Conservation of Environment Enactment (CEE), 1996	Quantitative and qualitative measures of achievement including the number of EIAs which ECD is able to review (e.g. per month/year); the number of proposed projects it is able to approve/deny (e.g. per month/year); the number of fines/corrective measures it is able to apply (e.g. per month/year), and the extent to which its recommendations (on projects, strategies, conservation areas etc) are adopted by the ECC and State Cabinet (e.g. number and proportion of recommendations wholly or partly adopted); ECD existing and proposed establishment staffed/expanded	ECD internal work records; individual EIA applications and project proposals and inter-agency referrals; court records; records of recommendations and resolutions(including the policy documents and plans) which adopted by ECC and Cabinet; records of inter-agency meetings	Cut backs in staff and budgets post-1999

Table 7.6 Original Project Logical Framework (continued)

Narrative summary	Verifiable Indicators	Means of verification	Risks and assumptions
Outputs: A. Guidelines • G1: a handbook of general procedures and guidelines for the submission of reports by project proponents as required by the Conservation of Environment (Prescribed Activities) Order 1996 • G2: guidelines for preparing reports for those prioritised subcategories of activities in the activities schedule of the Conservation of Environment (Prescribed Activities) Order • G3: environmental management guidelines for a number of prioritised areas including prohibition of open burning, soil erosion control, animal husbandry waste management, and solid waste management • G4: environmental guidelines for land development applications referred to ECD by other agencies (including from the Land and Survey Department and NRO • G5: environmental guidelines for zoning and local plans.	Physical presence of outputs (i.e. timely production and distribution of appropriate quality documents to all relevant parties)	ECD records of all documents' completion, printing and distribution	Inter-agency co-operation established and technical and policy agreement can be reached

Table 7.6 Original Project Logical Framework (continued)

Narrative summary	Verifiable Indicators	Means of verification	Risks and assumptions
Outputs (continued): B. Staff Training • T1: training seminars on environmental management and environmental impact assessment for ECD staff and for staff of other agencies in the State • T2: training and attachment programmes for ECD staff on enforcement and monitoring • T3: on-the-job training programmes (undertaken by being counterparts to the short-term consultants working on the guidelines mentioned above) • T4: training and attachment programmes on EIA review • T5: attachment programmes on Remote Sensing/GIS and Environmental Database	Numbers of seminars, courses, workshops, attachments, on-the-job training etc which are conducted (classified by their type, duration, number and type of participants etc) Numbers and types of qualifications awarded (e.g. from attachments or technical training) by numbers of participants	Records of course timetables, technical content, trainers/trainees etc kept and managed by ECD on a course-by-course basis	
C. Development of Inventory of Conservation Areas in Sabah D. Development of Environmental Conservation Strategy and Programme Under 8th Malaysia Plan E. Preparation of Human Resource/Manpower Plan Under 8th Malaysia Plan F. Review of the Conservation of Environment Enactment 1996 (including the related enforcement mechanism and incentive scheme)	Physical presence of outputs: availability of appropriate documents on time, and which have been produced with the involvement, support and concurrence of all parties	Project records; copies of final documents printed and distributed. ECD to maintain mailing list.	Inter-agency co-operation established and technical and policy agreement can be reached

Table 7.6. Original Project Logical Framework (continued)

Narrative summary	Verifiable indicators:	Means of verification:	Risks and assumptions:
Activities: Guidelines: (G1-G5) compilation of existing EIA guidelines and environmental guidelines available in Malaysia and elsewhere; prioritising the development of EIA guidelines for the prescribed activities; prioritising the development of Environmental Management Guidelines for a number of priority environmental issue/areas; development of EIA Handbook of general procedures and guidelines, EIA Guidelines for a number of prioritised prescribed activities, and Environmental Management Guidelines for a number of prioritised areas, Environmental Guidelines for land use applications referred to ECD by other department/agencies and Environmental Guidelines for zoning and local plans Staff training: (T1-T5) conduct training need analysis; design and develop training seminar modules on environmental management. (these include, for example, those on 'General Environmental Management', 'Legislation/Enforcement and Monitoring', 'EIA' and 'Comprehensive Land Use Planning'); conduct training seminars for trainees based on the designed and developed training seminar modules on environmental management; identify and select the relevant personnel for on-the-job training on guidelines development; design and develop training modules for the enforcement and monitoring training; conduct training courses and attachment programmes for enforcement and monitoring; identify and select relevant personnel for the EIA review training and attachment programmes; design and develop manuals for EIA review training; conduct training courses and attachment programmes for EIA review; plan and conduct on-the-job training for EIA review; organise and conduct both local and overseas attachment programmes for two specific skills capacity building (remote sensing/GIS and environmental database management); ensure that the preparation of the specific guidelines that are outlined in the Output 'A' are done in an 'on-the-job' manner	All the various tasks being undertaken; staff assigned (applies A to F); for details see PIP	Internal ECD monitoring and reporting; project half-yearly and other reports (applies A to F)	None identified

Activities (continued)	All the various tasks being undertaken; staff assigned (applies A to F) - for details see PIP	Internal ECD monitoring and reporting; project half-yearly and other reports (applies A to F)	
C: Conservation Areas; the review of existing studies and reports relating to environmental conservation areas; submission of an Preliminary Report and conduct of a meeting to discuss the findings with other agencies and the private sector; finalisation of a Project Report on and recommendations on the inventoried conservation areas for gazettement by ECD; setting up a database on conservation areas. **D:** Conservation Strategy: a review of the environmental conservation strategy and programme of MOCET and other environmental-related agencies and reporting on the status of implementation; submission of Preliminary Report and convening of an inter-agency meeting to discuss the findings; finalisation of a Project Report and recommendation of 'Environmental Conservation Strategy and Programme' for 8th Malaysia Plan **E:** Manpower Study: conduct of a survey of existing ECD staff (i.e. position, job function, qualifications, etc) and assessment of how they are performing their duties; a review of existing human resources plan of MOCET and the other environmental related agencies; assessment of the human resources/manpower needs under the 8th Malaysia Plan (i.e. considering all State-based agencies) **F:** CEE Review: a review of the Conservation of Environment Enactment, 1996 and all legislation that are related to the environmental conservation in Sabah and in other states in Malaysia; developing recommendations for amendments to CEE, 1996 (if deemed necessary) a review of existing and planned enforcement mechanisms and incentive schemes in environmental conservation being used in Sabah; recommendation of enforcement mechanisms and incentive schemes which may be appropriate to the better implementation of the CEE, including discussion of these at an inter-agency workshop.			

Table 7.6. Original Project Logical Framework (continued)

Narrative summary	Verifiable indicators:	Means of verification:	Risks and assumptions:
Inputs: ECD/MOCET: staff for all types of training (175 man/months plus their costs) and for work on guidelines and other documentary outputs; logistical (i.e. office/secretarial) support, including guidelines and documents production (estimated Government of Sabah contribution is DKK 1,980,000) Other agencies: staff to be available to participate (and possibly direct) training; staff inputs to particular guidelines and documents production DANCED: long-term TA (2 positions totalling 54 mm), short term TA (3 inputs totalling 9 mm), local consultancy (6 inputs totalling 21mm), GIS and computer equipment, 2 vehicles from SBC project (estimated cost is DKK 13,419,000)	Work records of ECD staff assigned to individual tasks; offices and secretarial support allocated; budget for documents Staff made available for attendance at meetings and training Arrival of all types of TA; equipment purchased; vehicles taken over	MOCET budget estimates and expenditures; ECD establishment chart; staff attendance and work allocation records Stakeholder agency and ECD recording Implementing consulting company records; DANCED auditing procedures	**Preconditions:** 1.the definition of the 'prescribed activities' is approved by the State Attorney-General and then submitted to/approved by ECC and Cabinet, and 2. the compounding rules specifying fines, penalties etc for different offences against the legislation under Section 22 are agreed by the State Attorney General and approved by the ECC and Cabinet

Table 7.7 Proposed Revised Project Logical Framework

Narrative summary	Verifiable Indicators	Means of verification	Risks and assumptions
Development objective: Sustainable environmental management in Sabah	Indicators specified in the Environmental Indicator Project planned executed under the Project, e.g. quality of water, soils and air; biodiversity; quantity of land area variously under forest, monoculture plantations, urban/industrial uses, quantities of degraded areas	Ongoing data collection from surveys and censuses conducted by various State agencies; compilation and analysis by ECD	Weather conditions remain stable; pressures from agricultural and industrial economic growth and in-migration remain as predicted; no Government of Sabah/Government of Malaysia environmental or institutional policy changes
Immediate objective: Enhanced institutional and human resource capacity of the ECD and strengthened inter-departmental co-operation and commitment in the implementation and administration of the Conservation of Environment Enactment (CEE), 1996	The extent to which the policy, strategy, and other planning recommendations are adopted by the ECC and State Government Effectiveness of the EIA system as documented through the EIA Compliance Survey Number of monitoring site visits, number of monitoring samples collected, number of warnings, number of fines and collection amount, number of court cases ECD budget and no. of officers in ECD No. of network groups established	No. of adopted recommendations The EIA Compliance Survey Number and amount as documented by the EIS ECD budget and no. of officers in ECD No. of interdepartmental groups meeting min. 3 times	Sufficient Government of Sabah budget and staff for ECD Sufficient staff employed in ECD Participation of key stakeholder in project activities Agreements on technical and policy matters can be reached

Table 7.7. Proposed Revised Project Logical Framework (continued)

Narrative summary	Verifiable Indicators	Means of verific ation	Risks/assumptions
Project Outputs: 1. Sabah Environmental Indicator Report 1999 & 2002 2. Proposal for a Sabah Environmental Policy 3. Proposal for an overall Conservation Strategy, including inventory and envi-ronmental conservation recommendations for the 8th Malaysia Plan 4. A Human Resource-Plan for ECD, including an ECD 5-10 year Strategy 5. A Review of the CEE 6. A Research Strategy and research activities implemented 7. An Environmental Planning Training Package implemented, incl. a study tour 8. A General Handbook on EIA Policy and Procedures for Sabah 9. Guidelines and Regulations for selected prescribed and non-prescribed activities 10. A Manual on EIA Auditing Procedures and Techniques 11. EIA Compliance Surveys 12. Guidelines for environmental screening of land alienation and development 13. An EA Training Package implemented	Physical presence of out-puts (i.e. timely production and distribution of appro-priate quality documents to all relevant parties) Numbers of seminars, courses, workshops, at-tachments, on-the-job train-ing etc which are con-ducted (classified by their type, duration, number and type of partic ipants etc) Numbers and types of qualifications awarded (e.g. from attachments or tech-nical training) by numbers of partic ipants Physical presence of out-puts: availability of appro-priate documents on time, and which have been pro-duced with the involve-ment, support and concur-rence of all parties	ECD records of all documents' comple-tion, printing and dis-tribution Records of course timetables, technical content, train-ers/trainees etc kept and managed by ECD on a course-by-course basis Project records; cop-ies of final documents printed and distrib-uted. ECD to maintain mailing list	Sufficient Gov-ernment of Sabah budget and staff for ECD Sufficient staff employed in ECD Participation of key stakeholder in project activities Establishment of interagency co-operation Agreements on technical and pol-icy matters can be reached

14. A M&E Strategy and focused M&E activities implemented			
15. A Monitoring & Enforcement manual			
16. A M&E Training Package implemented			
17. A Communication & Awareness Strategy and focused C&A activities implemented			
18. Dissemination of Project Lessons Learned			
19. A C&A Training Package implemented			
20. Establishment of a Management Information System (MIS)			
21. Establishment of a Departmental home-page			
22. Establishment of GIS			
23. An EIS Training Package implemented			
24. An ISO 9000 certification			
25. An ECD environmental information resource centre			
26. An Organisational Development Training Package implemented			

Table 7.7 Proposed revised Project Logical Framework (continued)

Narrative summary	Verifiable indicators:	Means of verification:	Risks and assumptions:
Activities: **Area 1: The Planning Section** *Activity 1.1 Prepare the Environmental Indicators 1999 and 2002.* This will include (i) Draft of proposed Environmental parameters, (ii) Data availability workshop. (iii) Workshops to identify and develop data collation and standardisation procedures for ECD and participating stakeholders. (iv) Production, publication and dissemination of the report. (v) Repetition of the report in 2002 *Activity 1.2 Prepare a proposal for the Sabah Environmental Policy* with reference to the National Biodiversity Policy and other National Environmental policies. This will include (i) initial definition of the Natural Resource base of Sabah and a description of environmental problems. (iii) Prepare a Draft Sabah Environmental Policy. (v) Discussions with relevant stakeholders. (iv) Finalisation *Activity 1.3 Propose an overall Conservation Strategy, including preparing an inventory of conservation areas and making environmental conservation recommendations for the 8th Malaysia Plan.* This will include (i) establishment of a reference inventory of existing and proposed conservation areas. (ii) Review the existing conservation strategy of Sabah and identify areas of importance that have not been addressed viz a viz what has been achieved. (iii) Make a proposal for a strategy for Conservation Areas for Sabah. (iv) Identify and prioritise environmental conservation projects for recommendation for the 8th Malaysia Plan *Activity 1.4 Formulate a Human Resource-Plan for ECD, including a proposal for an ECD 5-10 year strategy.* This will include (i) a comparative study of functions and visions of other countries Environmental Departments. (ii) Status of the Human resource of ECD in relation to the mandate given under the CEE, 1996. (iii) Review of existing Human Resource of MTDEST and other environmental related agencies. (iv) A proposal on Human Resource needs for ECD under the 8th Malaysian Plan *Activity 1.5 Review the CEE, 1996.* Following the implementation of the CEE, (i) review the enactment and its rules and regulations with particular attention being paid to section 3 and section 22. (ii) Make recommendations for amendments to CEE, 1996. (iii) Review existing	All the various tasks being undertaken	Project monitoring and reporting	Sufficient Government of Sabah budget and staff for ECD Sufficient staff employed in ECD Participation of key stakeholder in project activities Agreements on technical and policy matters can be reached

and planned enforcement mechanisms and incentive schemes. (iv) Make recommendations for new enforcement mechanisms and incentive schemes that improves the implementation of the CEE

Activity 1.6 Prepare a Research Strategy and implement research activities. This will include (i) formulation of a departmental research strategy, (ii) support research within different prioritised research areas, e.g. bio-indicators for water quality, correlation between protected areas and traditional water supply systems and examinations of post-environmental impact assessment audits

Activity 1.7 Implement an Environmental Planning Training Package on e.g. Environmental Management, Policy formulation, legislation, general planning and management, conflict resolution, organisational development, etc. The target group for the training activities will primarily be staff of the ECD, but will also include other relevant stakeholders. The package will include attachment programmes for ECD staff and an interdepartmental international study tour with participants from e.g. ECD, FD, NRO, DID, DOF, DA, VD, RTCPD, LSD, WD, MTDEST, MLGH, CSD, MF, the Project Director and the CTA

Area 2: The EA Section

Activity 2.1 Prepare a General Handbook for EIA Policy and Procedures. This will include (i) draft preparation. (ii) Consultation with relevant resource persons. (iii) Finalisation and dissemination, including information programmes on ECD procedures, requirements, report preparation and standards expected for relevant stakeholders, e.g. registered EIA companies. (iv) Up-date the Handbook after 1-2 year of implementation

Activity 2.2 Select and produce Guidelines and Regulations for selected prescribed and non-prescribed activities. Guidelines and Regulations will be prioritised on pertinence and whether or not DOE and Sarawak NREB have already produced guidelines. Preparation on the following guidelines are initially planned for the first project year: (i) river sand and stone extraction (ii) hill cutting and construction of buildings for commercial or industrial purposes on hills with slopes having gradient of 20 degrees or more, (iii) Forestry, (iv) Agriculture, (v) Livestock farming, (vi) Quarrying. Additional guidelines will be identified and described in the following Progress Reports

Activity 2.3 Prepare a Manual for EIA auditing procedures and techniques. The Manual will include e.g. checklists for auditing, compliance working procedures, methods for addressing cumulative impacts. This will include (i) draft preparation. (ii) Consultation with

relevant resource persons. (iii) Finalisation and dissemination

Activity 2.4 Undertake a compliance survey of the EIA system. The compliance analysis will be undertaken after 1-2 years of implementation of the EIA system in order to assess relevance and the need for adjustments

Activity 2.5 Develop a guideline for environmental screening of land alienation and development. This will include (i) review existing procedures, (ii) selection of pilot districts, e.g. Tuaran, Penampang and Kota Kinabalu. (iii) Establish a working group with local authorities and district offices to develop and clarify procedures for land applications and development plans. (iv) Testing the guidelines, (v) Develop an environmental checklist for land use zoning

Activity 2.6 Develop and implement an EA Training package on EIA assessment and auditing. The target group for the training activities will primarily be ECD staff and core members of the EIA Network Group, but might also include other relevant stakeholders. The Package will include attachment programmes for ECD staff

Area 3: The M&E Section

Activity 3.1 Prepare a M&E strategy that outlines the areas and methods at which enforcement will focus. The following activities are envisaged (i) a number of inspirational presentations, (ii) draft strategy paper by ECD M&E officers and consultants, (iii) discussion of draft strategy paper with relevant stakeholders, (iv) finalisation of M&E Strategy Paper

Activity 3.2 Implement focused (hot spot) M&E activities. This could include (i) selection of one or more environmental topics or hot spots, (ii) planning of integrated inter-departmental M&E activities for the selected hot spots, (iii) implementation

Activity 3.3 Prepare a M&E Manual that includes step by step procedures for e.g. inspection, investigation, environmental monitoring, sampling, legislation, prosecution. This will include e.g. (i) a draft manual by ECD M&E officers and consultants, (ii) discussion of draft manual with relevant stakeholders, (iii) during a one year period gathering of experience, methods, ideas, (iv) finalisation of M&E Manual

Activity 3.4 Develop and implement a M&E Training package on e.g. judicial procedures and legal strategies, representative sampling and monitoring programmes, monitoring, compliance and enforcement procedures. The target group for the training activities will primarily be ECD staff and core members of the M&E Network Group, but might also include other relevant stakeholders. The Package will include attachment programmes for ECD staff

Area 4: The C&A Section

Activity 4.1 Develop an ECD C&A strategy. This will include (i) Draft strategy. (ii) Consultation with relevant stakeholders. (iii) Finalisation *Activity 4.2 Implement focused C&A activities.* These C&A activities will be linked to development activities of the Planning, EA, M&E and EIS sections, e.g. (i) the development and dissemination of the Environmental Indicators Reports. (ii) The development and dissemination of EIA Handbook and Guidelines and EIA information C&A activities, (iii) Focused M&E C&A activities. (iv) Launching of the ECD homepage *Activity 4.3 Implement general Environmental Conservation C&A activities.* This will include e.g. (i) road shows, (ii) proactive newspaper coverage, etc. Furthermore it will include development of relevant C&A material (i) Short presentation videos. (ii) Pamphlets. (iii) Exhibition materials. (iv) General format and layout of ECD materials. (v) Briefing Kit *Activity 4.4 Plan and implement project end dissemination activities.* Project end dissemination activities will be planned to summarise lessons learnt and discuss the future perspectives of Environmental Conservation in Sabah and of the ECD *Activity 4.5 Develop and implement a C&A Training package* on e.g. C&A strategies, facilitation, team building, motivation, communication, presentation techniques, networking, and media coverage. The target group for the training activities will primarily be ECD staff and core members of the C&A Network Group, but might also include other relevant stakeholders. The Package will include attachment programmes for ECD staff **Area 5: The EIS Section** *Activity 5.1 Design, construct and implement MIS.* This will include (i) Definition of database needs for each area. (ii) Establishment of a data dictionary, relations between databases, forms of entry, reporting. (iii) Implementation *Activity 5.2 Design, construct and implement a homepage.* This will include (i) Review needs and approach. (ii) Implementation *Activity 5.3 Design, construct and implement GIS.* This will include (i) Procure and install equipment. (ii) Establish spatial databases to be used for e.g. monitoring of cumulative impacts via geographic location of planned development, complaints and for supporting the environmental indicator reporting. (iii) Develop when needed appropriate thematic layers *Activity 5.4 Implement EIS training.* Training will be customised to both general and specialist requirements, and will e.g. contain (i) specialised training, (ii) introduction training, (iii) homepage training, (iv) Access/excel training, (v) GIS/remote sensing training.			

Area 6: The Administration Section. *Activity 6.1 Develop MS ISO 9000 documents.* This will include (i) establish a working group. (ii) Support documentation *Activity 6.2 Design and develop a resource centre for the new ECD office.* This will include (i) Assign and train a clerical staff. (ii) Design of library classification system. (iii) Identification of relevant journals/reports and key publications for the centre. (iv) Establishment *Activity 6.3 Implement an Organisational Development Training Package.* The Training package will e.g. include (i) departmental induction programmes, (ii) computer training, (iii) accounting/financial management, (iv) ad hoc training possibilities, (v) link when possible support staff and duties to project groups.			

Table 7.7 Proposed revised Project Logical Framework (continued)

Narrative summary	Verifiable indicators:	Means of verification:	Risks and assumptions:
Inputs: ECD/MTDEST: Staff for all types of training (175 man/months plus their costs) and for work on guidelines and other documentary outputs; logistical (i.e. office/secretarial) support, including guidelines and documents production (estimated Government of Sabah contribution is DKK 1,980,000)	Work records of ECD staff assigned to individual tasks; offices and secretarial support allocated; budget for documents	MTDEST budget estimates and expenditures; ECD establishment chart; staff attendance and work allocation records	
Other agencies: staff to be available to participate (and possibly direct) training; staff inputs to particular guidelines and documents production	Staff made available for attendance at meetings and training	Stakeholder agency and ECD recording	
DANCED: long-term TA (2 positions total 54 mm); short term TA (total 9 mm); local consultancy (total 21mm); training, pilot and awareness expenses; MIS, GIS, workstation and office equipment; 2 vehicles from SBC project (estimated total cost is DKK 13,385,827)	Arrival of all types of TA; equipment purchased; vehicles taken over	Implementing consulting company records; DANCED auditing procedures	

7.6   Revised Project Document - Budgets

Table 7.8 show the DANCED budgets as specified in the Project Document, the Consultuants' Contractual Project Budget and the Proposed Adjusted Budget.

Table 7.8 Summary of DANCED Budget revisions

Item	Project Document	Consultancy Agreement[2]	Adjusted
Sub-ceiling amount for expatriate technical assistance		4.893.356	4.893.356
Sub-ceiling amount for national personnel	1.155.000	1.155.000	1.155.000
Sub-ceiling amount for predefined components	2.970.000	2.970.000	
Sub-ceiling amount for High Level Study Tour		300.000	
Sub-ceiling amount for Awareness component		300.000	
Sub-ceiling amount for Training, Pilot and Awareness activities			3.570.000
Sub-ceiling amount for predefined equipment	200.000	350.000	350.000
Sub-ceiling amount for International Consultants Expenses		1.978.128	1.978.128
Sub-ceiling amount for consulting company's Head Office Expenses		222.450	222.450
Grand Total in DKK	**12.200.000**	**12.168.934**	**12.168.934**
Contingencies 10 %	1.220.000	1.216.893	1.216.893
Grand Total incl. contingencies	**13.419.000**	**13.385.827**	**13.385.827**

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[2] The Exchange Rate used for the Consultancy Agreement was 1 MYR = 1,8575 DKK

Table 7.9 shows a summary of the revised DANCED budget for all sub-ceiling amounts covered by the Project. These sub-ceiling amounts will be reported as shown in Table 7.9 semi-annually to the PSC through the Progress Reports.

Table 7.9. Summary of revised DANCED budget for all sub-ceiling amounts (all amount in DKK)

Item	Sub-ceiling
Sub-ceiling amount for expatriate technical assistance	*4.893.356*
Sub-ceiling amount for national personnel	*1.155.000*
Sub-ceiling amount for Training, Pilot & Awareness Activities	*3.570.000*
Sub-ceiling amount for Equipment Component	*350.000*
Sub-ceiling amount for International Transportation	440.000
Sub-ceiling amount for Excess Luggage	46.000
Sub-ceiling amount for Shipment of Personal Freight	140.800
Sub-ceiling amount for Local Travel	90.800
Sub-ceiling amount for Housing long term	423.000
Sub-ceiling amount for Accommodation short term	180.000
Sub-ceiling amount for Subsistence	68.040
Sub-ceiling amount for Medical Insurance, vaccination, etc	61.488
Sub-ceiling amount for Project Vehicle O&M	190.000
Sub-ceiling amount for Office Operation and Int. Comm.	133.200
Sub-ceiling amount for School Allowance	210.000
Sub-ceiling amount for International Consultants Expenses	*1.978.128*
Sub-ceiling amount for International Travel	106.000
Sub-ceiling amount for Accommodation and Subsistence	39.450
Sub-ceiling amount for Home office expenses	77.000
Sub-ceiling amount for COWIs Head Office Expenses	*222.450*
Grand Total in DKK	**12.168.934**
Contingencies 10 %	1.216.893
Grand Total including contingencies	**13.385.827**

Table 7.10 and Table 7.11 respectively shows the breakdown of the DANCED sub-ceilings for the Training, Pilot & Awareness and the Equipment Components. The total amounts are sub-ceilings while the breakdown figures are indicative. The actual expenditures for each breakdown figure will be reported through the Progress Reports.

Table 7.10. Breakdown of DANCED Training, Pilot and Awareness Sub-ceiling

Item	Breakdown	Sub-ceiling
Study tour	400,000	
Attachments	550,000	
Seminars & Workshops	450,000	
Out-side training participation	125,000	
In-house-training	150,000	
Best practices visits	300,000	
Training materials	125,000	
Research activities	70,000	
Planning section awareness and pilot activities	300,000	
EA section awareness and pilot activities	300,000	
M&E awareness and pilot activities	300,000	
C&A awareness and pilot activities	300,000	
ECD awareness and pilot activities	200,000	
Sub-ceiling amount for Training, Pilot & Awareness Activities		*3.570.000*

Table 7.11. Breakdown of DANCED Equipment Sub-ceiling

Item	Breakdown	Sub-ceiling
GIS software and digitising tablets	80.000	
Remote sensing software	50.000	
8 workstations	70.000	
Installation of server and LAN	50.000	
1 b/w and 1 colour laser-printer	15.000	
1 photocopy machine	25.000	
1 LCD	35.000	
Other	25.000	
Sub-ceiling amount for Equipment Component		*350.000*