

**PROJECT DOCUMENT****FORMULATION OF THE SARAWAK BIODIVERSITY MASTER PLAN**

Project Title: Sarawak Biodiversity Master Plan– Support to Policy Formulation, Implementation Framework and Institutional Capacity Building

Project Number: 00104532

Output Number: 00106044

Implementing Partner: United Nations Development Programme (UNDP)

Start Date: October 2020

End Date: 31 December 2022

LPAC Meeting date: 25 September 2020

Brief Description

Sarawak economic development has contributed significantly to the national economy. Aside from service and manufacturing sector, Sarawak's economy is largely commodity-based with the agriculture (oil palm) and mining sector contributing to one-third of GDP in 2018. Over the years, the State Government has launched a number of key development plans to accelerate economic growth and to achieve environmental sustainability. Some of these key initiatives includes the Sarawak Corridor of Renewable Energy (SCORE 2008-2030), SETP - Sarawak Socio-Economic Transformation Plan (2016-2030), and the newly launched Sarawak Digital Economy Strategy (2018-2022). While efforts are continuously made to further develop the State, the state faces challenges in managing its rich natural assets which have historically provided the resource base to support its economic growth. Some of these key challenges are biodiversity depletion, environmental degradation, erosion and flash flood which are economically costly. In order to address these issues, the Sarawak State Government has introduced various measures to integrate biodiversity and ecosystem into its laws and institutions and to further guide sustainable economic development, the project is conceived to put in place a Biodiversity Masterplan to mainstream biodiversity and ecosystems consideration into the state development planning.

Contributing Outcome (UNDAF/CPD, RPD or GPD):
 CPD 2021-2025 Indicative Output 2.2: Natural resource, biodiversity and ecosystems are sustainably managed, adequately protected and conserved for long term economic and environmental sustainability.
 Indicative Output(s) with gender marker:
 GEN1

Total resources required (UNDP + Sarawak Government + In-kind) (USD):	630,422.77	
Total resources allocated (USD):	UNDP:	100,000
	Sarawak Government (MUDeNR Portion):	MYR 2,000,000 USD 480,422.77*
	In-Kind:	50,000

*Converted based on UN Official Rate of Exchange September 2020 <http://treasury.un.org>. Subject to change in accordance to the UN Official Rate of Exchange of the month the funds will be deposited into UNDP bank account.

Agreed by (signatures):

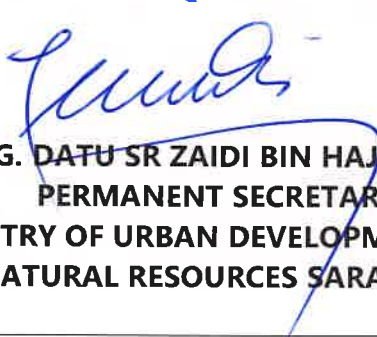

MUDeNR	UNDP
 YBHG. DATU SR ZAIDI BIN HAJI MAHDI PERMANENT SECRETARY MINISTRY OF URBAN DEVELOPMENT AND NATURAL RESOURCES SARAWAK	 MR. NILOY BANERJEE UNDP RESIDENT REPRESENTATIVE FOR MALAYSIA, SINGAPORE AND BRUNEI DARUSSALAM
Date: 2 Oktober 2020	Date: 27-Sep-2020

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ABBREVIATIONS

11MP	11 th Malaysia Plan (2016 – 2020)
APR	Annual Progress Report
AWP	Annual Work Plan
BRH	Bangkok Regional Hub
CBD	Convention on Biological Diversity
CDR	Combined Delivery Report
CPAP	Country Programme Action Plan
CSO	Civil Society Organization
M&E	Monitoring and Evaluation
MUDeNR	Ministry of Urban Development and Natural Resources
MYPR	Mid-Year Progress Report
NGO	Non-Government Organization
PSC	Project Steering Committee
RR	Resident Representative
SBAA	Standard Basic Assistance Agreement
SRDC	Sarawak Research and Development Council
SS	State Secretary
TWC	Technical Working Committee
UNDP	United Nations Development Programme

I. DEVELOPMENT CHALLENGE

Sarawak is the largest of Malaysia's thirteen (13) States and one of the two States located on the island of Borneo. Known as the Land of the Hornbills, it is a unique and biologically diverse region in terms of its population, culture, geography and history. The tropical rainforests of Sarawak are important global carbon sinks and are home to over 6,000 species of flowering plants, 600 bird species and house most of the 63 endemic Bornean terrestrial mammal species. Globally significant species include the Orang Utan, Proboscis Monkey, sun bear, bear cats, etc. Sarawak also hosts unique tropical ecosystems - rainforests, mountains, lime cave systems and coastal mangroves and coral reef islands all of which provides ecosystem services, climate change mitigation and wildlife habitats.

Sarawak economy is traditionally depended on its wealth of natural assets. In 2018, Sarawak's Gross Domestic Product (GDP) stood at RM 133.66 billion, contributed 9.7% to Malaysia GDP. The growth in the economic sector is largely driven by the primary sector such as mining, agriculture and forestry. In 2018, Sarawak's export income is generated from Liquefied Natural Gas (LNG) (RM42.51 billion), crude and processed palm oil (RM9.12 billion), crude petroleum (RM12.14 billion), sawn log and timber (RM1.50 billion) and rubber (RM74.1 million). This is in addition to the increasing growth in the services sector such as tourism, which attracted 19.38 million in tourist arrival and contributes to RM8.15 billion to the state's GDP in 2018.

Table below shows the basic statistics of Sarawak, gathered from Department of Statistics Malaysia:

Development Indicator	Sarawak	Malaysia
Population in 2018	2.78 mil	32.38 mil
Capital city	Kuching	Kuala Lumpur
GDP (RM) in 2018	RM 133 billion	RM 1,361 billion
Median monthly household income (2016)	RM 4,163	RM 5,228
GDP growth (2018)	2.0%	4.7%
GDP per Capita at current price (2018)	RM 52,301	RM 44,682
Labour force (2017)	1.32 million	15.3 million
Unemployment rate (2018)	3.2%	3.3%
Land Area	124,449.5 km ²	330,323 km ²
Total forested area in Permanent Forest Reserve (million hectare)	4.35 m ha PFE; 0.85 m ha Totally Protected Area	Peninsular Malaysia: 4.92 mil ha; 2.62 m ha Totally Protected Areas

The State Government is in the process of diversifying its traditional economy base to developing the state's infrastructure, high-tech industries and renewable energy sources with the aim of creating 1.5 million jobs and long-term economic prosperity by 2030. Some of these key initiatives to propel economic transformation includes the Sarawak Corridor of Renewable Energy (SCORE 2008-2030), SETP - Sarawak Socio-Economic Transformation Plan (2016-2030), and the newly launched Sarawak Digital Economy Strategy (2018-2022). SETP is a comprehensive, integrated and balanced plan with the primary objectives to accelerate income growth and to reduce income disparity to enable Sarawak to catch up with the rest of the states in the country to achieve a high income and developed State status by the year 2030. In addition, the Digital Economy Plan Strategy was launched to expedite the Sarawak's development plan. The adoption and application of digital technology in the economic sectors will help to raise productivity, thus creating higher added value to our products.

While efforts are continuously made by the Sarawak Government on industrialisation, the state increasingly faces challenges in managing its rich natural assets which have historically provided the resource base to support economic growth. Some of these key challenges are biodiversity depletion, environmental degradation, erosion and flash flood. These environmental disasters are economically costly in the long term and may hinder the State Government effort to attain higher economic growth.

Nevertheless, some major efforts have been made by the State Government to conserve and protect the state's rich natural resources. One such effort is the transboundary initiative, known as Heart of Borneo (HoB) initiative, is a large-scale trilateral cooperation involving Kalimantan, Brunei Darussalam, Sabah and Sarawak to promote long-term conservation and sustainable landscape management. Conceived in 2007, the Sarawak Government has demonstrated its commitment in HOB by expanding the initial area of 2.1 million ha to 2.7 million ha in 2018. Additional area is about 600,000 ha. In December 2018, the Chief Minister also announced the Government's intention to spearhead digital economy and would invest in technological advances to monitor deforestation and support environmental conservation. Other initiatives include targeting 6 million ha area as permanent forest estate (PFE), 1 million ha as totally protected area (TPA), as well as the State's decision that no new oil palm plantation and forest timber license on the state land.

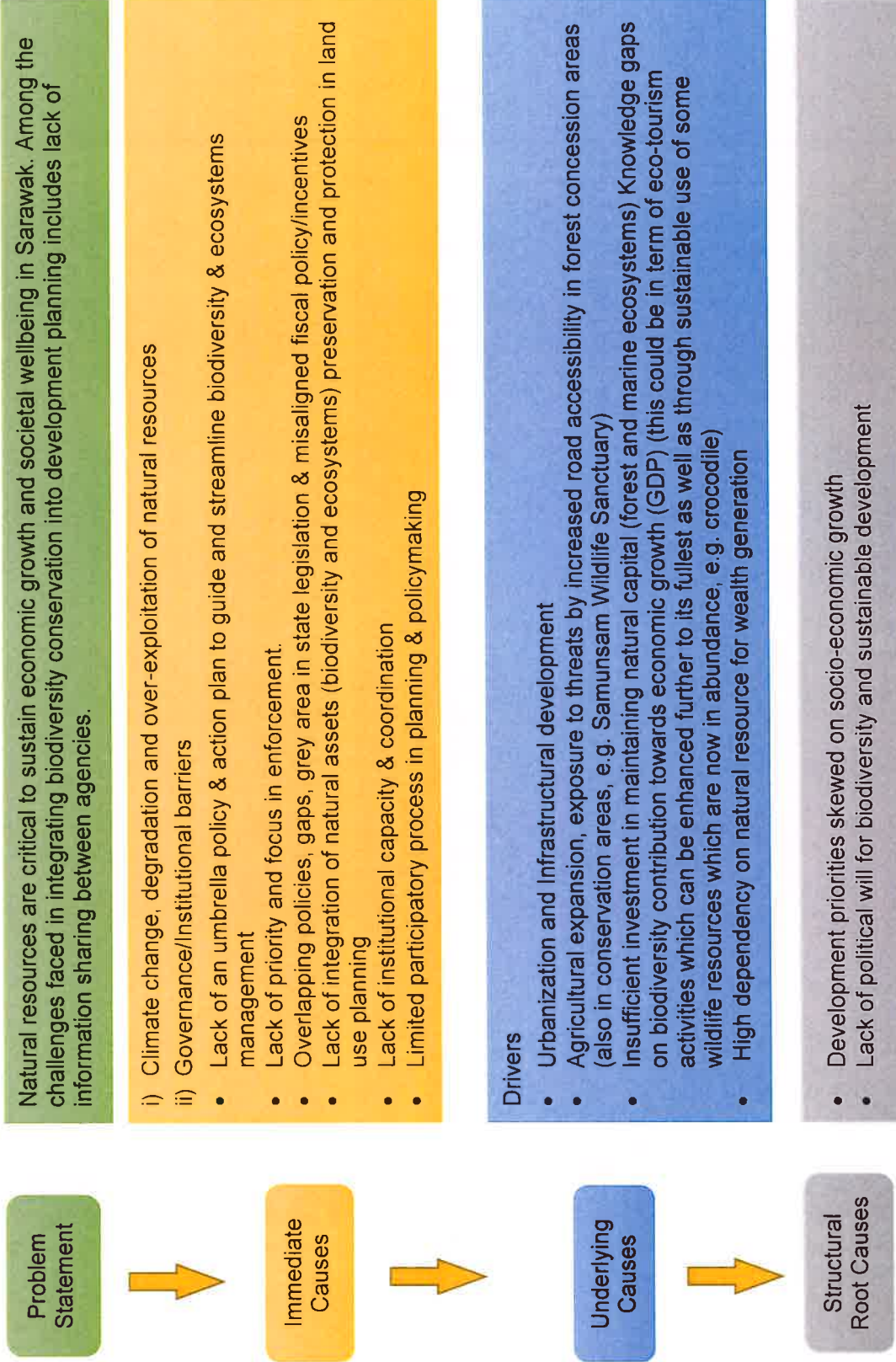
In line with the post COVID-19 Exit Economy Strategy 2030, the State had also reviewed its development strategies under the 12th Malaysia Plan in order to recover from the economic impact of COVID-19, remain resilient, adapt to the "new normal" and promote future economic growth. Moving forward, State would develop its economic, social and governance sectors based on two core principles of the digital economy and environmental sustainability. Environmental sustainability will be featured prominently in the State's future development plan with the aim to achieve a clean, healthy and resilient environment for current and future generations.

This Project, with the aim to formulate State's Biodiversity Master Plan, is thus aligned with state development objectives as well as the international call for stronger subnational

commitment on addressing biodiversity and ecosystem threats. The formulation of Sarawak Biodiversity Master Plan and its subsequent implementation will position Sarawak as the leader in attaining goals espoused by the United Nation Convention on Biological Diversity (CBD) and reflect Sarawak's commitment in achieving the United Nations Sustainable Development Goals (SDGs).

In this regard, UNDP Malaysia - with a strong biodiversity and ecosystem portfolio and proven track record on environmental mainstreaming effort in Malaysia - is the suited partner of the Sarawak Government. Since our inception in 1957, UNDP has been continuously supporting initiatives that contribute towards environmental sustainability through three core strategies which includes, the enhancement of environmental management of biodiversity and natural resources; energy and climate change mitigation; reducing Ozone Depleting Substances (ODS) consumption; and the mainstreaming of environmental considerations into the planning and development of non-environmental agencies. UNDP is also a neutral convening party which promote participatory process and align local practices with international standard.

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II. STRATEGY

The overall objective of this project is described in the Mid-term Review of the 11th Malaysia Plan Pillar 6 Enhancing Environmental Sustainability through Green Growth and the National Policy on Biological Diversity 2016 – 2025. Sub-national Biodiversity Strategies and Action Plan or known as Sarawak Biodiversity Master Plan (SBMP) is an overarching and action-oriented policy principles that permeate throughout the project theory of change (see diagram below) and are the underpinnings for achieving transformative and durable change for full integration of conservation and sustainable use of biodiversity into development planning to ensure sustainable economic growth and social wellbeing in Sarawak.

One of the key assumptions outlined in the project theory of change for advancing from project level outcomes to country programme level outcomes (intermediate states) and ultimately to durable impacts is that key stakeholders recognise the benefits in collaborating on integrated policy approaches on biodiversity and ecosystems. Another assumption is that the sub-national biodiversity strategies and action plan is implementable, i.e., formulated to feed into and strengthen existing planning mechanisms with strengthened institutional mandate and capacities.

The theory of change of this project is illustrated in the following diagram, in response to the problem and its causes highlighted in Part I Development Challenge.

Outcome

1. Development and sectoral policies are harmonized and strengthened through formulation of **SARAWAK BIODIVERSITY MASTER PLAN** to enable effective conservation, management and sustainable use of biodiversity

2. **INSTITUTIONAL MANDATES** for biodiversity & ecosystems are clarified to strengthen intra-governmental coordination and multiple stakeholder participation in biodiversity planning and decision-making process

3. **CAPACITY** to implement the Sarawak Biodiversity Master Plan enhanced among the government ministries and agencies

Output

- 1.1 A Policy, legal and institutional review pertaining to biodiversity management in Sarawak.
- 1.2 Stakeholder consultations and engagement with relevant stakeholders for inputs
- 1.3 The Sarawak Biodiversity Master Plan completed.

- 2.1 Establish the State Biodiversity Steering Committee comprising key government and non-governmental stakeholders established.
- 2.2 Develop institutional and infrastructure coordination framework/guideline for information sharing developed
- 2.3 Socialization and communication strategy for the

- 3.1 Capacity assessments on biodiversity management and capacity building action plan developed.
- 3.2 Develop policy recommendations and/or guidelines for improving financial sustainability for biodiversity conservation.
- 3.3 Training sessions targeting key stakeholders to improve

III. RESULTS AND PARTNERSHIPS

Expected Results

This project will contribute to mainstreaming biodiversity considerations into Sarawak's development agenda to advance effective conservation and safeguard natural resources through the formulation of the Sarawak Biodiversity Master Plan. It is also aligned with the UNDP Country Programme Action Plan 2016-2020 under Priority 2: Sustainable and Resilient Development.

Resources Required to Achieve the Expected Results

Staff from UNDP Malaysia, in collaboration with relevant State agencies, will be involved in the project implementation providing supervision on project implementation and financial management. A Programme Manager will be assigned as a member of the Technical Working Committee and a Monitoring & Evaluation specialist to performance project assurance, to keep the project progress on the right track, and participate in the project consultation meetings and technical workshops to provide technical advisory inputs and support. UNDP Malaysia will formulate a team of expertise with emphasis on procuring local expertise from Sarawak on biodiversity and ecosystems, environmental economist, environmental policy and legislation, biodiversity financing, capacity building and stakeholder engagement. The team will work in close collaborations with key Sarawak stakeholders, as coordinated by MUDeNR. International/regional exchange of best practices; and draw on sustainable procurement expertise from UNDP regional and country office network where applicable, to work in close collaboration with local experts in this regard. This project is funded by Sarawak State Government and UNDP's government cost sharing funds.

Partnerships

MUDeNR and UNDP agree to collaborate as partners to the project. UNDP and relevant State agencies will be responsible in executing and implementing outputs of the project. MUDeNR and other Sarawak stakeholders are expected to provide directions and inputs in the project.

Risks and Assumptions

Annex II provides the list of risks and mitigation strategy in terms of political, strategic, organisational and operational perspectives.

Stakeholder Engagement

Target Group: The intended beneficiaries of this project are the public and the stakeholders involved in receiving the needs and services from the ecosystem. Engagement such as with NGOs / CSOs, local communities and the likes will be initiated in the planning and development stages, so that the services and capacities can be designed to address the conservation of natural resources.

Sustainability and Scaling Up

The project is designed and focused on developing a detailed framework and implementation mechanism to support biodiversity conservation and management. Given this, substantive engagement will be carried out with State government agencies responsible for development planning, budgeting, monitoring and data collection, namely MUDeNR and other government representatives across other ministries and agencies to develop and build the necessary capacities of public sector policymakers to use the masterplan to better policy planning for biodiversity and ecosystems. Engagements will be carried out with relevant stakeholders including public and private sector, associations, ministries, and NGO/CSO to build trust and confidence towards the programmatic delivery of the project.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

A portfolio management approach is adopted by this project to improve the cost effectiveness by leveraging activities and partnership with other initiatives/projects. UNDP has been a key development partner of the Government of Malaysia in its sustainable and resilient development through many projects funded by the Global Environment Facility (GEF) and other sources in line with Country Programme and Action Plan (CPAP) 2016-2020. The project is closely linked with the UNDP objective to promote inclusive, sustainable and resilient development strategies that supports economic growth, employment and social inclusion. UNDP Malaysia is implementing and supporting a range of projects in biodiversity, climate change and green technology. Periodic information sharing platform/meetings can be held for experience and lessons-learned sharing.

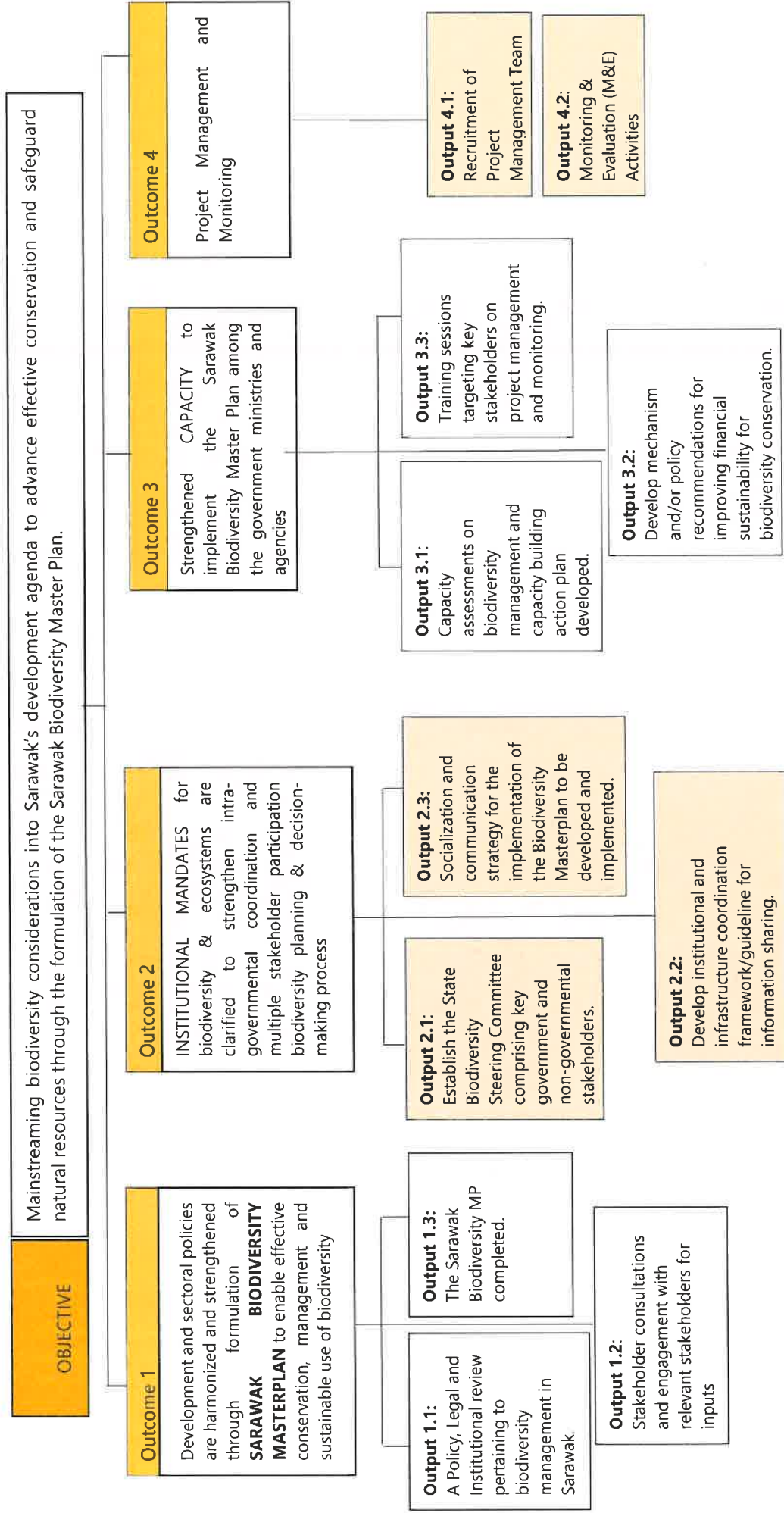
UNDP has been supporting the national and state governments in building and strengthening systemic and institutional capacities in climate resilience and natural resource efficiency, leveraging on its comparative advantage in the global network for policy and technical know-how and strategic cooperation with the Government of Malaysia.

Project Management

The Project Management Team (PMT), comprising Project Manager, Project Assistant and Liaison Officer will be recruited by UNDP Malaysia to work in close collaboration with MUDeNR. The Project Manager will be responsible in overseeing and managing the day-to-day operations of the project and coordinating project activities among the main parties involved. A Project Assistant is to support the Project Manager in overseeing and managing the day-to-day operations of the project. In addition, a Liaison Officer will be coordinating the workflow between UNDP and MUDeNR. In addition, appointed member(s) from UNDP and State government will jointly oversee and manage project evaluation as well as provide quality assurance and other project management support as and when needed.

The key activities of project management include project planning, project management and implementation, project monitoring and quality assurance, stakeholder consultations, training and workshops, as well as project knowledge and lesson-learnt exchange & sharing.

V. Project Framework



V. RESULTS AND RESOURCES FRAMEWORK (RRF)

COMPONENT	OUTPUT	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)		Responsible Party	DATA COLLECTION METHODS & RISKS
			Value	Year	Year1	Year2		
Component 1 Development of Sarawak Biodiversity Masterplan	1.1 A Policy, Legal and Institutional review pertaining to biodiversity management in Sarawak.	Government Documents	0	2019	1	0	MUDeNR & UNDP	<p>Method: Prepare TOR & UNDP to recruit consultants</p> <p>Risk: Unforeseen delays in recruiting most suitable candidate</p>
	1.2 Stakeholder consultations and engagement with relevant stakeholders for inputs	Government Documents	0	2019	4	2	MUDeNR & UNDP	<p>Method: Consultant to conduct in-depth interviews/focus group discussions with relevant stakeholders and subject the Masterplan for peer review processes</p> <p>Risk: Difficulties in getting relevant stakeholders' involvement and probably delays in peer review processes.</p>
	1.3 The Sarawak Biodiversity Master Plan completed.	Government Documents & Legislation	0	2019	0	1	MUDeNR & UNDP	<p>Method: Policy and/or legal expert to draft biodiversity master plan and get inputs from relevant stakeholders and perform literature review in the process</p>

<p>Component 2 Institutional mandates for biodiversity & ecosystems are clarified to strengthen intra-governmental coordination and multiple stakeholder participation in biodiversity planning & decision-making process</p>	<p>2.1 Establish the State Biodiversity Steering Committee comprising key governmental and non-governmental stakeholders established.</p>	<p>Government Documents</p>	<p>0</p>	<p>2019</p>	<p>0</p>	<p>1</p>	<p>MUDeNR & UNDP</p>	<p>Risk: Insufficient time to draft and finalize legislation within project life cycle</p> <p>Method: Project Manager to coordinate meeting and consolidate the relevant experts' views on functions and roles of Biodiversity Steering Committee. The Steering Committee is expected to be developed from the Project Steering Committee to ensure sustainability and implementation of the Sarawak Biodiversity Master Plan.</p> <p>Risk: Pro-longed delays in getting all the relevant experts to convene meeting</p>
	<p>2.2 Develop institutional and infrastructure coordination framework/guideline for information sharing (data and sample)</p>	<p>Government Documents</p>	<p>0</p>	<p>2019</p>	<p>0</p>	<p>1</p>	<p>MUDeNR & UNDP</p>	<p>Method: Work closely with SRDC to ensure biodiversity research and data to be strengthened within the central database.</p> <p>Risk: Budget is not allocated for this Output and will be dependent on the SRDC's work progress and resources allocated for the planned database.</p>
	<p>2.3 Socialization and communication strategy for the</p>	<p>Government Documents</p>	<p>0</p>	<p>2019</p>	<p>0</p>	<p>1</p>	<p>MUDeNR & UNDP</p>	<p>Method:</p>

	implementation of the Biodiversity Masterplan to be developed and implemented						<p>Prepare communication materials to socialize the Master Plan at identified Divisions and to promote buy-in and awareness of stakeholders to ensure implementation.</p> <p>Risk: The right target group identified for the roadshows is important.</p>
Component 3 Strengthened Capacity to implement the Sarawak Biodiversity Master Plan among the government ministries and agencies	3.1 Capacity assessments on biodiversity management and capacity building action plan developed.	Government Documents	0	2019	0	1	<p>MUDeNR & UNDP</p> <p>Method: A capacity building expert will conduct the gap analysis as well as producing an Action Plan.</p> <p>Risk: Difficulties in accessing required data</p>
	3.2 Develop mechanism and/or policy recommendations for improving financial sustainability for biodiversity conservation.	Government Documents	0	2019 - 2020	0	1	<p>MUDeNR & UNDP</p> <p>Method: A biodiversity finance expert will conduct the assessment on the current expenditure and make recommendations regarding the need for better financial investment on biodiversity.</p> <p>Risk: Access of financial data and cooperation by key stakeholders.</p>
	3.3 Training sessions targeting key stakeholders on project management and monitoring	Government Documents	0	2019	0	1	<p>MUDeNR & UNDP</p> <p>Method: Conduct project management and monitoring course to improve the capacity of key personnel.</p>

Component 4 Project Management including Monitoring & Evaluation	4.1 Recruitment of Project Management Team	N/A								<p>Risk: Identification of the right officers and suitable training programmes.</p> <p>Method: Prepare TOR & UNDP to recruit Project Manager, Project Assistant and Liaison Officer in collaboration with MUDeNR.</p> <p>Risk: Unforeseen delays in recruiting suitable candidates.</p>
	4.2 Monitoring & Evaluation (M&E) Activities	N/A								<p>Method: The Project Manager to ensure that progress reports are completed and submitted for review in a timely manner to the M&E Analyst and MUDeNR.</p> <p>Risk: Unforeseen delays in recruiting suitable candidates</p>

VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the outputs in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly	Slower than expected progress will be addressed by project management and project board.	MUDeNR, State Governments, UNDP	Please refer to Project Budget
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	MUDeNR, State Governments, UNDP	Please refer to Project Budget
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	Annually	Relevant lessons are captured by the project team and used to inform management decisions.	MUDeNR, State Governments, UNDP	Please refer to Project Budget

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	MUDeNR, State Governments, UNDP	Please refer to Project Budget
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	MUDeNR, State Government, UNDP	Please refer to Project Budget
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		MUDeNR, State Governments, UNDP	Please refer to Project Budget
Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of-project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	MUDeNR, State Governments, UNDP	Please refer to Project Budget

VII. MULTI-YEAR WORK PLAN

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
Component 1: Development of Sarawak Biodiversity Masterplan	1.1.1 Formulation of a team of UNDP and local experts to conduct gap analysis and draft Sarawak Biodiversity Masterplan	106,922	45,824	MUDeNR & UNDP	MUDeNR & UNDP	Technical and Policy Expertise	152,746
	1.2.1 Stakeholder Consultation Sessions (at least one public session with selected communities which might be affected by the plan)	27,552	13,776	MUDeNR & UNDP	MUDeNR & UNDP	Workshop Package	41,328

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
	1.3.1 Printing and Publication of Master Plan (500 copies)	-	25,000	MUDeNR & UNDP	MUDeNR & UNDP	Publication	25,000
Sub-Total for Component 1							
Component2: Institutional mandates for biodiversity & ecosystems are clarified to strengthen intra-governmental coordination and multiple stakeholder participation in	2.1.1 Establish the Sarawak Biodiversity Steering Committee (SBSC) and Technical Working Committee with specific TORs. At least one meeting is convened for each committee.	-	-	MUDeNR & UNDP	MUDeNR & UNDP	--	--
219,074							

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
biodiversity planning & decision-making process	2.2.1 Review and prepare an institutional coordination framework for biodiversity information sharing, archiving, curating and validating (supported by SRDC)	--	--	MUDeNR & UNDP	MUDeNR & UNDP	--	--
	2.3.1 Formulate Communication Strategy for the Sarawak Biodiversity Master Plan;	6,000	10,000	MUDeNR & UNDP	MUDeNR & UNDP	16,000	16,000
		9,620	9,620	MUDeNR & UNDP	MUDeNR & UNDP	19,240	19,240

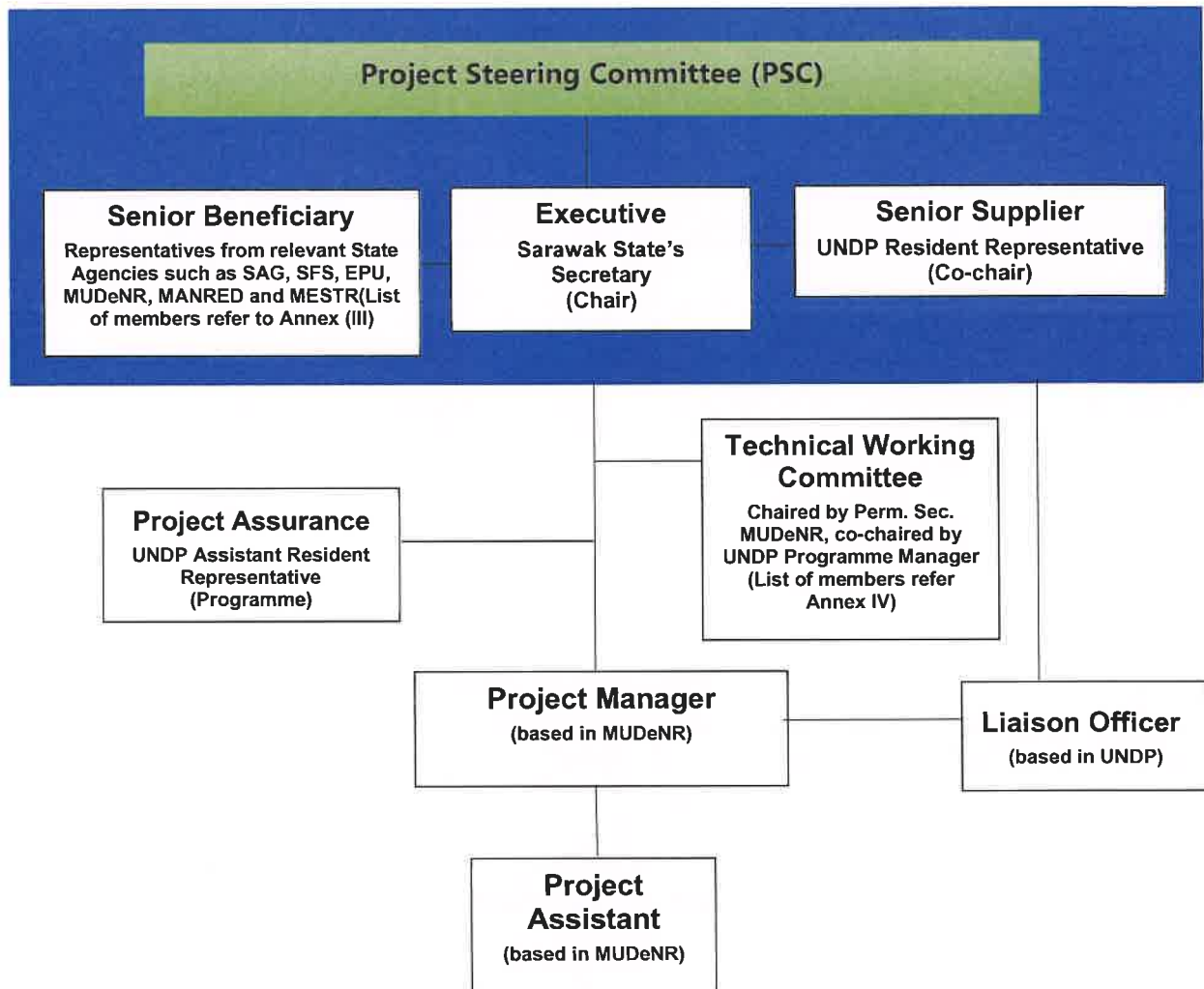
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
	2.3.2 Conduct roadshows to stakeholders to promote awareness and implementation of the Sarawak Biodiversity Master Plan (including public stakeholders e.g. selected communities which might be affected by the plan)	--	13,980	MUDeNR & UNDP	MUDeNR & UNDP	Workshop package, facilitation and travel	13,980
	2.3.3 Launching Ceremony	--	14,228			Launch programme	14,228
				Sub-Total for Output 2			63,448
Component 3: Strengthened capacity to implement the	3.1.1 Capacity building expert to conduct capacity assessments on	5,000	16,000	MUDeNR & UNDP	MUDeNR & UNDP	Capacity Building Expertise	21,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
Sarawak Biodiversity Master Plan among the government ministries and agencies	human resources and prepare a capacity building action plan.	--	1,250	MUDeNR & UNDP	MUDeNR & UNDP	Workshop Package	1,250
	3.2.1 Conduct assessment on financial expenditure for biodiversity.	7,000	11,000	MUDeNR & UNDP	MUDeNR & UNDP	Biodiversity Finance Expertise	18,000
	3.2.2 Develop policy recommendations for improving financial sustainability for biodiversity conservation.	--	2,500	MUDeNR & UNDP	MUDeNR & UNDP	Workshop package	2,500

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
	3.3.1 Training sessions (Northern, central and southern region) targeting key stakeholders to improve project management and monitoring	--	3,750	MUDeNR & UNDP	MUDeNR & UNDP	Workshop Package	3,750
Sub-Total for Output 3							
Component 4: Project Management and Monitoring	4.1.1 Recruitment of Project Team	5,040	--	MUDeNR & UNDP	MUDeNR & UNDP	Interview sessions (Kuching and Putrajaya)	5,040
	4.1.2 Salary of Project Manager (Grade 48)	31,000	32,000	MUDeNR & UNDP	MUDeNR & UNDP	Project Manager	63,000
	4.1.3 Salary of Project Assistant (Grade 44)	19,500	20,000	MUDeNR & UNDP	MUDeNR & UNDP	Project Assistant	39,500
	4.1.4 Office equipment (laptop)	1,500	--	MUDeNR & UNDP	MUDeNR & UNDP		1,500

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)		RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2		Funding Source	Budget Description	Amount (USD)
	4.1.4 Salary of Liaison Officer (Grade 44)	20,000	20,000	MUDeNR & UNDP	MUDeNR & UNDP	Liaison Officer	40,000
	4.2.1 Project monitoring and Quality Assurance	7,500	7,500	MUDeNR & UNDP	MUDeNR & UNDP	M&E Analyst	15,000
	4.2.2 Project Meetings	12,800	12,800	MUDeNR & UNDP	MUDeNR & UNDP	Meeting venues and travels	25,600
	Sub-Total for Outcome 4						189,640
	Total (Outcome 1 + Outcome 2 + Outcome 3 + Outcome 4)						518,662
	5% Contingency						25,933
						Total	544,595
						6% GMS	32,676
						Grand Total (USD)	577,271

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



A. Project Monitoring and Control Mechanism

Project Steering Committee (PSC)

The Project Steering Committee serves as the Project Board. PSC provides overall guidance and direction to the project implementation process and ensure sustainability of project results beyond project cycle. The PSC will be chaired by Sarawak State's Secretary (SS), and co-chaired by UNDP's Resident Representative or his/her alternate. The Committee will consist of representatives from MUDeNR, UNDP Malaysia, and relevant state agencies such as SAG, SFS, EPU, MANRED and MESTR (Senior Beneficiary). The TOR of the PSC is enclosed in Annex III. The PSC will be supported by the Technical Working Committee.

Technical Working Committee (TWC)

A Technical Working Committee provides technical advice and inputs to the Project. It will be led by the Permanent Secretary of MUDeNR, co-chaired by UNDP Programme Manager or his/her delegate. The members of the TWC will consist of representatives from MUDeNR, UNDP Malaysia, as well as other relevant technical stakeholders to be determined by the Project Steering Committee. The TOR can be referred to Annex IV. As and when needed, the TWC may set up core teams to work on various technical aspects of the project.

Project Progress Reporting

The specific project progress reporting documents are as follows:

i. Quarterly, Mid-Year and Annual Progress Report (QYPR, MYPR& APR)

A Quarterly, Mid-Year and Annual Progress Report shall be prepared by the Project Team to update the status of project implementation to the Technical Steering Committee.

ii. Final Project Report

This document which is a structured assessment of progress based on the chain of results initially defined in the Project Document and Annual Work plans and will include information on financial allocations of expenditure. It may be supplemented by additional narrative to meet specific reporting needs of stakeholders; especially bilateral donor(s) within the annex, the following should be submitted together with the report:

- Lessons learnt log - summarizing the information captured throughout the implementation of the project
- Minutes of PSC meetings
- Minutes of TWC meetings
- Annual signed Combine Delivery Report

B. Financial Management Arrangement

Based on the approved Annual Work Plan, UNDP will manage the financial resources to carry out project activities during the annual cycle.

UNDP to monitor the use of the financial resources and are accountable for:

- Managing project resources to achieve the expected results;
- Maintaining an up to date accounting system that contains records and controls to ensure the accuracy and reliability of financial information and reporting. Expenditures made should be in accordance with the Annual Work Plans.

A project revision shall be made when appropriate; to respond to changes in the development context or to adjust the design and resources allocation to ensure the effectiveness of the project. A project revision shall be supported by the record of an approval decision made by the PSC, and an updated and signed AWP.

The specific financial monitoring and quality assurance are as follows:

- **Combined Delivery Reports**

At the end of a quarter/year, UNDP prepares a Combined Delivery Report (CDR) which records all disbursements made under the project for verification. The Combined Delivery Report (CDR) is the report that reflects the total expenditures and actual obligations (recorded in Atlas) of a Project during a period. This report is prepared by UNDP using Atlas and shared with the implementing partner on a bi-annual basis and at the end of each year. The Implementing Partner is required to verify each transaction made and sign the quarterly issued CDR report.

UNDP Support Services

UNDP will also charge for the support services provided as follows:

- 6% cost recovery for the provision of general management support (GMS) for activities funded under Government Cost sharing, if any.

In-Kind Contribution

In addition to the financial resources through UNDP, the project partners will provide the following in-kind contribution:

- Access to all relevant data and information required to for the project that is accessible for public viewing;
- Office space (i.e. room/workspace) for the project team in MUDeNR;
- Use of office support facilities by the project team, consultants and experts (e.g. fax machine, stationary, photocopy machine, telephone), and secretarial support where applicable;
- Facilities for convening meetings, workshops and seminars; and
- Staff time for leadership, coordination and guidance to the project implementation and inter-agency coordination.

C. Project Closure: Final Project Review Meeting

A Final Project Review meeting will be chaired by UNDP within six months after the operational closure of the projects. Its purpose is to assess the performance and success of the project. It should look at sustainability of the results, including the contribution to related outcomes (and the status of these outcomes) and capacity development. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-funded projects. The meeting will discuss the Final Project Review Report that should be submitted two weeks prior to the Final Project Review Meeting. Decision as to whether the project is to be continued/extended should also be made known in this meeting.

IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Malaysia and UNDP, signed on 2012. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner."

This project will be implemented by UNDP ("Implementing Partner") in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)
2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

4. UNDP as the Implementing Partner will: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
5. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.
6. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
 - a. Consistent with the Article III of the SBAA [*for the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP's property in such responsible party's, subcontractor's and sub-recipient's custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
 - i. put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - ii. assume all risks and liabilities related to such responsible party's, subcontractor's and sub-recipient's security, and the full implementation of the security plan.
 - b. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
 - c. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
 - d. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt

Practices and (b)UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.

- e. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with it to find a solution.
- f. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

Each responsible party, subcontractor or sub-recipient agrees that, where applicable, donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities which are the subject of the Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

- g. Each contract issued by the responsible party, subcontractor or sub-recipient in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from it shall cooperate with any and all investigations and post-payment audits.
- h. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
- i. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled "Risk Management Standard Clauses" are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

Annex I: Project Budget

Annex II: Risk Analysis

Annex III: TOR – Project Steering Committee (PSC)

Annex IV: TOR –Technical Working Committee (TWC)

Annex V: TOR – Project Manager

Annex VI: TOR – Project Assistant

Annex VII: TOR – Liaison Officer

Annex VIII: Progress Reporting Template

ANNEX I: PROJECT BUDGET

TOTAL BUDGET AND WORKPLAN

Output	Items	ATLAS Budget Code	ATLAS Budget Description	Cost per unit (MYR)	Cost per unit (USD)	No. of unit	Sub Total (MYR)	Sub Total (USD)
Outcome 1: Sarawak Biodiversity Master Plan								
1.1, 1.3	Sarawak Biodiversity Master Plan: Technical and Policy expertise	71300	- Biodiversity & Ecosystem Expert	1,400	350	120	168,000	42,000
			- Environmental Economist	1,400	350	60	84,000	21,000
			- Environmental Legal Expert	2,000	500	50	100,000	25,000
			- Biodiversity Finance Expert	2,400	600	20	48,000	12,000
			- Capacity Building Expert	1,400	350	30	42,000	10,500
		- Stakeholder Engagement Expert	1,000	250	45	45,000	11,250	
		71600	Travels: For 6 Experts to 2 PSC & 4 TWG**	3,444	861	36	123,984	30,996
1.2	Workshops - Data Gathering (x4)	71600	Travel: For 6 Experts and 2 UNDP personnel ***	3,444	861	32	110,208	27,552
	Workshops - Verification (x2)	71600	Travel: For 6 Experts and 2 UNDP personnel ***	3,444	861	16	55,104	13,776
1.3	Sarawak Biodiversity Master Plan: Publication	74200	Editorial and Design	67,500	16,875	1	67,500	16,875
		74200	Printing (500 copies)	65	16	500	32,500	8,125
							876,296	219,074
Outcome 2: Institutional Framework								
2.3	Communication Strategy: Technical and Policy expertise	71300	Communications Expert	800	200	80	64,000	16,000
	Communication & Advocacy Material	74200	Printing of Summarized version in BM (~10-15 pages)	28	7	500	14,000	3,500
			Pamphlet: Editorial and Design (500 English, 500 BM)	12	3	1,000	12,000	3,000
			Translation cost from English to BM	10,000	2,500	1	10,000	2,500
			Video on SBMP (2-3 minutes)	40,000	10,000	1	40,000	10,000
			4 Buntings	240	60	4	960	240
	Roadshows	71600	Travel cost for 2 experts and 1 UNDP personnel for 2 days (Northern Region) **	2,880	720	3	8,640	2,160
		75700	Seminar Package (Northern Region)	100	25	100	10,000	2,500
		71600	Travel cost for 2 experts and 1 UNDP personnel for 2 days (Central Region) **	2,880	720	3	8,640	2,160
		75700	Seminar Package (Central Region)	100	25	100	10,000	2,500
		71600	Travel cost for 2 experts and 1 UNDP personnel for 2 days (Southern Region) **	2,880	720	3	8,640	2,160
		75700	Seminar Package (Southern Region)	100	25	100	10,000	2,500

	SBMP Launching Ceremony	75700	Seminar package for 250 participants	115	29	250	28,750	7,188
		75700	VIP Table	1,000	250	5	5,000	1,250
		71600	Travel for 10 Experts and UNDP personnel *	2,316	579	10	23,160	5,790
							253,790	63,448
Outcome 3: Strengthened Capacity								
3.1	Technical and Policy expertise	71300	Capacity Building Expert	1,400	350	60	84,000	21,000
	Workshop	75700	Seminar package for Gaps Assessment	100	25	50	5,000	1,250
3.2	Technical and Policy expertise	71300	Biodiversity Financing Expert	2,400	600	30	72,000	18,000
	Workshop	75700	Seminar package for Biodiversity Financing Assessment	100	25	50	5,000	1,250
	Workshop	75700	Seminar Package for Presentation of Policy Recommendations for Biodiversity Financial Sustainability with Stakeholders	100	25	50	5,000	1,250
3.3	Trainings	75700	Seminar Package: General Project Management & Monitoring (Northern Region)	100	25	50	5,000	1,250
			Seminar Package: General Project Management & Monitoring (Central Region)	100	25	50	5,000	1,250
			Seminar Package: General Project Management & Monitoring (Southern Region)	100	25	50	5,000	1,250
							186,000	46,500
Outcome 4: Project Management								
4.1	Recruitment and Interview for Project Team (1 session in Kuching, 1 session in Putrajaya)	75700	For Project Manager and Project Assistant: Interview venue Kuching	1,200	300	2	2,400	600
		71600	Travel cost: for interviewers (1) to Kuching **	2,880	720	2	2,880	1,440
		74500	Advertisement cost (4 local Sarawak newspaper and The Star for two days)	12,000	3,000	1	12,000	3,000
	Personnel Cost	71400	Project Manager (Sarawak)	126,000	31,500	2	252,000	63,000
	Project Assistant (Sarawak)		79,000	19,750	2	158,000	39,500	
	Liaison Officer (Putrajaya)		80,000	20,000	2	160,000	40,000	
4.2	Office equipment	72200	Laptop	3,000	750	2	1,500	3,000
4.3	Project Monitoring and QA	71400	Monitoring and Evaluation Analyst	30,000	7,500	2	60,000	15,000
4.4	Project Meeting travels	71600	4 trips by Project Manager to attend 1/2 yearly Project Team Meeting (PTM) in KL ^^	3,440	860	4	13,760	3,440
			4 trips by Project Assistant to attend 1/2 yearly PTM in KL ^^	3,440	860	4	13,760	3,440
			2 trips by PAC Co-Chair to attend PAC **	2,880	720	2	5,760	1,440

		10 trips by UNDP Programme Manager to attend PAC & TWC **	2,880	720	10	28,800	7,200	
		10 trips by Project Liaison Officer to attend TWC **	2,880	720	10	28,800	7,200	
		4 trips by UNDP M&E to attend 2 PAC & 2 TWC **	2,880	720	4	11,520	2,880	
						755,680	189,640	
		Total (Outcome 1+Outcome 2+Outcome 3+Outcome 4)				2,071,766	518,662	
						5% Contingency	103,588	25,933
						6% GMS	130,521	32,676
						Grand Total (USD)	2,305,875	577,271

Note: For budgeting purpose, the exchange rate between USD and MYR is 1:4

Note: Daily Subsistence Allowance (DSA) is subjected to change and is published in <http://icsc.un.org>

Note: UN Official Rate of Exchange (UNORE) September 2020 is 4.163 published at <http://treasury.un.org>

ANNEX II: RISK ANALYSIS

Description	Type	Impact & Probability	Mitigation Measures
The value of US Dollars foreign exchange against the Ringgit may reduce during the project cycle.	Financial	Probability: Low Impact: Medium	There will be a need to regularly monitor the exchange rate to ensure that it does not affect the budget of the project. If there are major changes, the budget or the scope of the project/activities will be adjusted accordingly and approved by the PSC.
There may be some delays in the project timeline due to challenges faced in finding the right candidate with the necessary experience for suitable consultants for the project.	Others	Probability: Medium Impact: Medium	The delays will need to be mitigated through (i) advertising the positions within the project in various mediums based on the budget allocated and (ii) the extensive sharing of the TORs with UNDP's network in order to receive a wide pool of applicants to choose from.
There may be some delays in the project timeline due to challenges faced in coordinating and implementing activities due to conflicting priorities especially given the upcoming 12 th Malaysia Plan.	Management	Probability: Medium Impact: Medium	The delays will need to be mitigated through (i) consistent periodical meetings to assist MUDeNR to increase communication and oversight to the project (ii) the identification of a focal point/project coordinator from MUDeNR who will work closely with the project team, PSC and TWC to ensure the activities of the project are completed in a timely manner.

ANNEX III: TERMS OF REFERENCE – PROJECT STEERING COMMITTEE (PSC)

The Project Steering Committee (PSC) will provide strategic guidance and direction to the project implementation. The PSC will be chaired by Sarawak’s State Secretary and co-chaired by UNDP Resident Representative or his/her alternate.

UNDP will act as the Secretariat to the PSC. Members of the PSC will consist of representatives from the relevant MUDeNR, UNDP Malaysia, and other relevant stakeholders to be determined by the Committee to ensure inclusive and balanced representation among state and non-state stakeholders.

The PSC will meet at least twice a year, whichever greater. Meeting quorum is achieved when 50% of PSC membership is in attendance via physical presence or telephone conference. The change of chairperson or project leadership, however, will require full quorum in attendance via physical presence or telephone conference and full consensus amongst the members.

The PSC will have the following duties and responsibilities:

- Provide policy guidance on matters pertaining to the project implementation;
- Monitor and evaluate the implementation of the project towards fulfilment of the objectives and/or outcomes stated in the project document;
- Review, approve and endorse annual work plan and budget, and changes to a project budget affecting the scope (outputs) or completion date, budget re-allocation between project components/outputs, or total estimated project costs require a formal budget revision;
- Review and approve relevant changes to the project result framework;
- Coordinate the roles of the various organizations/entities involved in the project execution and ensure coherence among the relevant outputs and activities;
- Review and approve all related reports or deliverables produced by the project;
- Advice and provide direction on the long-term sustainability strategy of the project; and
- Initiate remedial actions to overcome constraints in the project implementation.

MEMBERS

Chairman (Executive) - Sarawak State Secretary

Co-chairman (Senior Supplier) - UNDP Resident Representative

Members of Senior Beneficiary:

- i. United Nations Development Programme (UNDP);
- ii. State Attorney General;
- iii. State Financial Secretary;
- iv. Director of Economic Planning Unit (EPU) Sarawak;
- v. Permanent Secretary of Ministry of Urban Development and Natural Resources (MUDeNR) Sarawak;
- vi. Permanent Secretary of Ministry of Modernisation of Agriculture, Native Land and Regional Development (MANRED) Sarawak; and
- vii. Permanent Secretary of Ministry of Education, Science and Technological Research (MESTR) Sarawak.

ANNEX IV: TERMS OF REFERENCE – TECHNICAL WORKING COMMITTEE (TWC)

The Technical Working Committee (TWC) will act as the technical adviser to the PSC to provide technically sound inputs and information to the development and implementation of project activities, in order to successfully deliver the project outputs.

The TWC will be led by UNDP, who will act as Secretariat to the TWC. The members of the TWC will consist of representatives from MUDeNR, UNDP Malaysia, NGOs/CSOs, the private sector (by invitation) and as well as other relevant technical stakeholders to be determined by the Project Steering Committee.

The TWC will be specifically responsible for:

- Provide technical guidance and decisions on matters pertaining to the technical aspects of the project to ensure that they meet with the objectives set in the project document and with international best practices and standards;
- Monitor and evaluate the technical implementation of the project towards fulfilment of the objective/ outcomes stated in the project document;
- Review and comment on the proposed technical work plan and budget;
- Review and technically endorse the project deliverables; and
- Regular monitoring of the progress of the project and recommend approved technical reports to the PSC.

MEMBERS

Chairman – Permanent Secretary of Ministry of Urban Development and Natural Resources (MUDeNR)

Co-chairman – Mdm. Gan Pek Chuan, Programme Manager, United Nations Development Programme (UNDP)

1. Representative(s) from United Nations Development Programme (UNDP)
2. Representative from State Attorney – General’s Chambers
3. Representative from State Financial Secretary (SFS)
4. Representative from Economic Planning Unit (EPU) Sarawak
5. Representatives from Ministry of Urban Development and Natural Resources (MUDeNR):
 - i. Planning Division
 - ii. Forest Division
 - iii. Land Policy and Natural Resources Management Division
 - iv. Biodiversity and Environment Division
 - v. Project Coordination and Monitoring, Quality & Innovation Division
6. Representative from Forest Department Sarawak (FDS)
7. Representative from Land and Survey Department (L&S)
8. Representative from Natural Resources and Environment Board (NREB)
9. Representative from Sarawak Forestry Corporation (SFC)

10. Representative from Land Custody and Development Authority (LCDA)
11. Representative from Sarawak Timber Industry Development Council (STIDC)
12. Representative from Department of Agriculture Sarawak (DOA)
13. Representative from Sarawak Research and Development Council (SRDC)
14. Representative from Sarawak Biodiversity Centre (SBC)
15. Representative from Sarawak Tropical Peat Research Institute (SBC)
16. Representative from Department of Environment (DOE)
17. Representative from Sarawak Timber Association (STA)
18. Representative from Sarawak Oil Palm Plantation Owners Association (SOPPOA)
19. Representative from World Wide Fund for Nature (WWF Malaysia)
20. Representative from Wildlife Conservation Society (WCS)
21. Representative from Malaysian Nature Society (MNS)

ANNEX V: TERMS OF REFERENCE – PROJECT MANAGER

The Project Manager will be recruited under the project and will work together with UNDP Programme Manager in close consultation with MUDeNR. The Project Manager is responsible for the support of the day-to-day implementation, management and coordination of project activities and to ensure effective planning and monitoring of the project to achieve stated outcomes and outputs in accordance with project document.

The Project Manager will be based in Kuching, Sarawak

Summary of key functions:

1. Project Management (40%): Day-to-day management and implementation to ensure achievement of project objectives and outputs & activities.

- Supervision of the overall day-to-day management and implementation of project outputs and activities as outlined in the project document, inception report and National/ Steering Committee decisions where applicable;
- Strategic guidance and management oversight to ensure project implementation is on track;
- Management of project finances achievement of annual delivery target (at least 95%), with accountability to Project Steering Committee, UNDP and Implementing Partners;
- Ensure that UNDP-specific policies, rules and processes (annual work plan, budgeting, finance, procurement, audit, monitoring and evaluation, reporting etc.) are fully complied according to deadlines. These include:
 - i. Preparation and submission of annual work plan with annual outputs and activities, result-based indicators and targets with budget breakdown to MUDeNR and UNDP;
 - ii. Preparation of overall and annual project procurement plan;
 - iii. Development of terms of reference for technical services, consultants/experts and specification of equipment/materials as required by the project, in consultation with UNDP Programme Manager and Implementing Partners;
 - iv. Preparation and submission of Quarterly Progress Report, Mid-year Progress Report, Annual Project Report, Project and Final Project Report to MUDeNR and UNDP;
 - v. Supervision to all project documentation and records keeping for procurement, monitoring and audit process.
- Ensure management and administrative requirements (technical, financial, communications, audits, evaluations, etc.) of the different partners/donors (where applicable) are met;
- Management of risks and issues, and execution of adaptive management in consultation with and upon decision from UNDP Programme Manager and MUDeNR, if required;
- Management of project team to ensure the team operates in a productive manner, through a clear division of labour, setting of specific annual goals and targets for all

team members including annual performance planning at the start of each year and performance evaluation at mid-year and at the end of each calendar year;

- Identification and sourcing of necessary technical expertise and support from UNDP Country Office, local and international, and oversee the recruitment of experts and service providers;
- Management of experts and service providers through planning, implementing, managing and monitoring the delivery of outputs, reports and knowledge products;
- Supervision of the planning and organisation of events and capacity building activities such as conference, workshop, training, consultations, meetings of the Project Steering Committee, Technical Working Committee and Core Groups, and technical missions;
- Ensure that the project draw from other UNDP-supported projects, avoiding duplication and maximizing synergy.
- Completion of other relevant duties and tasks assigned by UNDP Programme Manager and/or MUDeNR.

2. Technical Support (30%): Provision of technical support services in the development of outputs/knowledge products, design of project activities including monitoring and evaluation.

- Review and contribution to all outputs and deliverables produced under the project;
- Analysis and aggregation of project results/outputs, and reporting of project progress at the objective and outcome level;
- Review and ensure technical soundness and cost effectiveness of project activities;
- Development and implementation of capacity building activities aimed at government counterparts, civil society groups, media and relevant stakeholders to implement this project;
- Preparation and design of management solutions at the national, sub-national and/or local level in full-fledged proposals/roadmaps for initiation by implementing partners and relevant stakeholders;
- Contribution of written inputs to UNDP flagship products/newsletter/policy brief (e.g. Human Development Report), knowledge networks and communities of thematic practice based on results, data and information, lessons learned and best practices.

3. Knowledge Management (20%): Supervision and guidance to knowledge building, sharing and documentation of project results, best practices, case studies, lessons learned, etc.

- Preparation and update of project information page, project stories for UNDP websites, government and relevant websites, media, etc. on a quarterly basis;
- Development of knowledge products with MUDeNR, UNDP, implementing partners and consultants/experts;
- Supervision and contribution to the design and publication of communication materials and knowledge products and knowledge-sharing platforms; tools and mechanisms;

- Supervision to the synthesis and documentation of project results, lessons learned, best practices and case studies draw from project;
- Sharing of knowledge and information between UNDP, project management and government counterparts in the process of project implementation;

4. Partnership and Stakeholder Management (10%): Management of stakeholders and partners, development of new partnerships.

- Identification of stakeholders and implementation partners for the undertaking of various outputs and activities;
- Preparation and implementation of a stakeholder mapping and stakeholder engagement/partnership strategy including civil society/non-government organisations and indigenous & local communities with activities, targets and expected results;
- Supervision to the preparation and update of a list of project stakeholders, partners and beneficiaries in a half yearly basis;
- Development of new partnership with civil society and/or non-governmental based organizations; local communities and private sector to deliver the project outputs and activities;
- Liaison with other relevant UNDP Country Office, UNDP-supported project colleagues, government and relevant partners/stakeholders regarding project, including to share information about trends, issues and results in the thematic area, to coordinate and utilize resources effectively and efficiently.

ANNEX VI: TERMS OF REFERENCE – PROJECT ASSISTANT

The Project Administrative and Finance Assistant reports directly to and work under the guidance of Project Manager. The Administrative and Finance Assistant provides support to the project implementation performing a variety of standard administrative and financial processes ensuring high quality and accuracy of work.

Summary of key functions:

1. Administrative support (40%)

- Assist in collecting and compiling project progress report, work-plan etc. Update data and information to facilitate dissemination of the same;
- Organize internal and external meetings as requested, assess the need for space depending on size of meeting, arrange appropriate meeting room and ensure all supplies and logistics are in place;
- Maintain records of all project related meetings, and ensure documentation; and support in timely dissemination of minutes to the concerned parties;
- Assist in administrative work and provide logistic support for smooth project implementation;
- Preparing letters and minutes of the meeting in English and Malay languages;
- Establish follow-up system to ensure timely response and reporting to the supervisor;
- Establish and maintain both electronic and manual filing systems for easy retrieval of correspondence and other documentation;
- Contacts with stakeholders, consultants and staff, arrangement of appointments and meetings, and maintenance of roster of contacts and telephone lists;
- Undertake all aspects of logistical arrangements for official travel requests for duty travel or workshops, trainings, etc;
- Maintenance of leave and travel records;
- Provide assistance to Liaison Officer when required;
- Perform any other duties as requested by the Project Manager.

2. Financial Support (30%)

- Carry out financial record-keeping and project accounting;
- Maintain an updated financial record in UNDP's ATLAS management system ensuring that the Project Manager is briefed about the financial status of the project;
- Undertake all Atlas related entries;
- Assist in the preparation of budget revisions, expenditure reports, etc. in coordination with the UNDP Malaysia Programme Support Unit;
- Maintenance of files and records relevant to project finance and procurement;
- Maintenance of records on assets management;
- Management of office supplies and ensuring stock availability.

3. Procurement Support (20%)

- Assist in the preparation of relevant procurement documents (Request for Proposals, Request for Quotation, Contracts, Request for Payments, Invitation to bid etc.) ensuring that all supporting documents are in accordance with UNDP requirements,
- Coordination and support to the procurement process in full compliance with UNDP and Government procedures ensuring transparent, independent and competitive processes;
- Assist the Project Manager in tasks related to contract management, especially in relation to procurement contracts.

4. Coordination and Organization of Project Activities (10%)

- Provide administrative support in the coordination and organisation of project events and activities as appropriate;
- Provide any other management supports determined by the Project Manager for ensuring smooth implementation of the project.

ANNEX VII: TERMS OF REFERENCE – LIAISON OFFICER

Under the overall responsibility and direct supervision of UNDP Programme Manager, the project coordinator will provide overall coordination and provide UNDP policy and operational procedures to ensure the achievement of project objectives and delivery of project outputs in close consultation with the project management units, stakeholders and partners. The Project Coordinator is expected to provide required technical and administrative support to guide the project activities and outputs and ensure effective management of the resources through close communication with the MUDeNR and UNDP.

Summary of key functions:

- Provide technical guidance to the PMs and their partners, identifying and addressing key issues, harmonizing technical objectives and approaches for the Project;
- Prepare and monitor the Annual Work Plans and budget of the overall project in close collaboration with PM, and adhere to approval processes;
- Support the preparation of the Annual Progress Report and Mid-Year Progress Report in close collaboration with Project Manager
- Provide overall technical and management guidance to the Project Management Unit in the execution of the project in the participating countries to ensure quality and timeliness of project work;
- Plan the recruitment and supervision of experts/contract institutions as required to undertake tasks of the Sarawak Biodiversity Masterplan according to Annual Work Plan.
- Ensure effective liaison and maintain good communication between partners and other stakeholders including NGOs
- Maintain records, with support of the administrative assistant, on technical and financial aspects of project operation, including monitoring of project activities and their outcomes; as well as minutes, decisions and recommendations of meetings and workshops for support and guidance of PSC;
- Provide suggestions on harmonising strategies, policies and regulatory measures to smoothen the working arrangement between MUDeNR and UNDP;
- Disseminate relevant documentation and experiences to the PMUs and partners, building from experiences in other similar projects or policy;
- Support in the timely and quality project progress and implementation reports for submission to MUDeNR and UNDP;
- Synthesize successful results and prepare and disseminate reports and guidance on best practices and approaches and incentive mechanisms for their wider replication and use

ANNEX VIII: PROGRESS REPORTING TEMPLATES

MID-YEAR PROGRESS REPORT 2019

PROJECT PROFILE

PROJECT TITLE:
AWARD ID:
PROJECT ID:
PROJECT PERIOD:

REVISED PERIOD (if any):
PROJECT BUDGET:

REVISED BUDGET (if any):

2018 BUDGET (AWP):

IMPLEMENTING PARTNER:

NATIONAL PROJECT DIRECTOR:

NATIONAL STEERING COMMITTEE CHAIR:

NSC MEETING(S) HELD:

[please complete]

minutes attached

UNDP MALAYSIA CPAP OUTCOME:

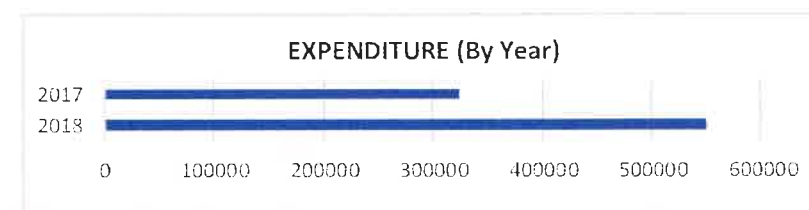
Inclusive Growth & Development

PROJECT DESCRIPTION (500 words max):

PROJECT IMPLEMENTATION OVERVIEW

EXPENDITURE:

YEAR	BUDGET	UTILIZATION	RATIO (%)
2019			
2020			
CUMULATIVE			



Project Outcome Snapshot

Component/Outcome & Total Outputs	Achieved (Output #)	On Track (Output #)	Off Track (Output #)	Not Achieved (Output #)
Outcome 1: Total outputs: 4				
Outcome: Project management				

List the outputs under outcomes in page 2.

Risk Management

Date Identified	Type	Management Response
[no new risks identified since 2019]	[no new risks identified since 2019]	[no new risks identified since 2019]

Project Outcome Snapshot (expanded)

Outcome Description	2019	2020
Outcome:		
Output 1:	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved
Output 2:	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved
Output 3:	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved
Output 4:	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved
Output 5: Project Management	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved

RISK MANAGEMENT (EXPANDED)

Date Identified	Type	Management Response
[no new risks identified since 2019]	[no new risks identified since 2019]	[no new risks identified since 2019]

ANNEX

Please list additional documentation included in this report (including NSC meeting minutes; PIR report summary; additional project reporting)

1. _____
2. _____
3. _____

MID-YEAR PROGRESS REPORT

Describe the project's achievements of outputs in 2018, with brief descriptions of progress of planned activity results for the year. Please highlight any contributions to gender made if any. Describe the issues and challenges faced, and the project management response.

Component/Outcome 1:	Progress Status
<p>Output 1:</p> <p>Issues & Challenges:</p> <p>Action Taken by implementing Partner:</p> <p>Additional Support Requested from UNDP:</p> <p>UNDP Management Response:</p>	<p><input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track</p> <p>Output Target:</p>
<p>Output 2:</p> <p>Issues & Challenges:</p> <p>Action Taken by implementing Partner:</p> <p>Additional Support Requested from UNDP:</p> <p>UNDP Management Response:</p>	<p><input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track</p> <p>Output Target:</p>
<p>Output 3:</p> <p>Issues & Challenges:</p> <p>Action Taken by implementing Partner:</p> <p>Additional Support Requested from UNDP:</p> <p>UNDP Management Response:</p>	<p><input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track</p> <p>Output Target:</p>

Output 4:	<input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track
Issues & Challenges:	Output Target:
Action Taken by implementing Partner:	
Additional Support Requested from UNDP:	
UNDP Management Response:	

Mid -Year Progress Report 2019 approved by:

.....
Name:

Designation:

Date:

ANNUAL PROGRESS REPORT 2019

Project Title:

Award ID:

Project ID

PROJECT PROFILE

PROJECT PERIOD: <i>Start Date:</i> <i>End Date:</i>		<i>REVISED PERIOD (if any):</i>	
PROJECT BUDGET: <i>Cash:</i> <i>In-Kind Contribution:</i>	<i>REVISED BUDGET (if any):</i> -	2019 BUDGET (AWP):	<i>Revised 2019 budget amount:</i> -

<i>IMPLEMENTING PARTNER:</i>	
<i>NATIONAL PROJECT DIRECTOR:</i>	<i>NATIONAL STEERING COMMITTEE CHAIR:</i>

PROJECT IMPLEMENTATION

RATIO OF EXPENDITURE (%):

2019 UTILIZATION (AS OF __ (date) __)	RATIO OF 2019 BUDGET (%):
PROJECT UTILIZATION TO-DATE	RATIO OF TOTAL BUDGET (%):

PROJECT STATUS

<input type="checkbox"/>	Project scheduled for Year 1 implementation in 2019	National/Project Steering Committee Meetings: 1. (date)
<input type="checkbox"/>	Project scheduled for Year 2 and above implementation in 2020	
<input type="checkbox"/>	Project scheduled for completion in 2019, but extended to 2020	
<input type="checkbox"/>	Project completed in 2019	
<input type="checkbox"/>	Project completed in 2020	

PROJECT DESCRIPTION (500 characters max):

UNDP MALAYSIA CPAP OUTCOME: <input type="checkbox"/> Inclusive Growth & Development <input type="checkbox"/> Sustainable & Resilient Development	11th MALAYSIA PLAN STRATEGIC THRUST:	GENDER MARKER RATING:
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Project Outcome Snapshot

Outcome Description	2019	2020
Outcome:		
Output 1:	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input checked="" type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved
Output 2:	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved
Output 3:	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved
Output 4:	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved
Output 5: Project Management	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved	<input type="checkbox"/> On Track <input type="checkbox"/> Off Track <input type="checkbox"/> Achieved <input type="checkbox"/> Not Achieved

Scheduled evaluation & assurance activity

Activity	Yes/No	Year	Ratings/Results
HACT Assurance Activity: [spot-check/audit]			
Evaluation: [MTR/TE/Others]			
Project Implementation Review			
Others:			

ANNEX

Please list additional documentation included in this report (including NSC meeting minutes; PIR report summary; additional project reporting including list of activities)

1. xxx
2. xxx

SECTION 1: 2019 PROGRESS REPORT NARRATIVE

Describe the project's progress of outcomes and/or outputs in outlined in the Annual Work Plan since the MYPR.

Describe the issues and challenges faced, and the project management response.

Outcome:	Progress Status
<p>Output 1:</p> <p><i>Indicate output target(s) that was not implemented or amended, and mitigating/adaptive actions taken by project:</i></p>	<p><input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track <input type="checkbox"/> Not Achieved</p> <p>Output Target: 1. 2.</p>
<p>Output 2:</p> <p><i>Indicate output target(s) that was not implemented or amended, and mitigating/adaptive actions taken by project:</i></p>	<p><input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track <input type="checkbox"/> Not Achieved</p> <p>Output Target: 1. 2.</p>
<p>Output 3:</p> <p><i>Indicate output target(s) that was not implemented or amended, and mitigating/adaptive actions taken by project:</i></p>	<p><input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track <input type="checkbox"/> Not Achieved</p> <p>Output Target: 1. 2.</p>
<p>Output 4:</p> <p><i>Indicate output target(s) that was not implemented or amended, and mitigating/adaptive actions taken by project:</i></p>	<p><input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track <input type="checkbox"/> Not Achieved</p> <p>Output Target: 1. 2.</p>
<p>Output 5: Project Management</p>	<p><input type="checkbox"/> Achieved <input type="checkbox"/> On track <input type="checkbox"/> Off track <input type="checkbox"/> Not Achieved</p> <p>Output Target: 1.</p>

Indicate output target(s) that was not implemented or amended, and mitigating/adaptive actions taken by project:

2.

SECTION 2: 2019 Project Progress/Contribution to National Development Agenda

2.1 Please elaborate project's contribution to the review/revision/formulation of national or sectoral policies, strategies and action plans, in line with the mid-term review of the 11th Malaysia Plan and relevant sectoral policies.

If there is no such contribution, please indicate Not Applicable (N/A).

2.2 Please indicate activities undertaken by the project to strengthen and enhance capacity and technical knowledge on key development challenges/thematic issues/cross-cutting issues.

(Please attach as annex a full list of consultation/training/workshop events. See attached Capacity Building Activity Template)

If there is no such contribution, please indicate Not Applicable (N/A).

2.3 What has the project done in 2019 to build/strengthen capacity to implement or sustain systemic changes? (Institutional Capacity Development)

If there is no such contribution, please indicate Not Applicable (N/A).

2.4 What has the project done in 2019 to generate/develop or improve/update datasets, statistics and models? Please indicate their utilization by Implementing Partner to strengthen national evidence-based policymaking.

If there is no such contribution, please indicate Not Applicable (N/A).

2.5 Please elaborate on project's efforts to mainstream gender equality through project outputs and activities in 2019. E.g. having equitable participation; generating sex-disaggregated data; planning gender analysis on outputs or gender sensitization to stakeholders.

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2.6 What has the project done in 2019 to develop or demonstrate/pilot new and/or innovative approaches and solutions? Please indicate how they have contributed to inform decision- and policymaking, and if it has led to actual/planned upscaling or replication.

If there is no such contribution, please indicate Not Applicable (N/A).

2.7 Has the project Risk Analysis been reviewed and updated? Please indicate status critical risks in 2019. (please consult with UNDP CO support)

2.8 Please indicate any additional comments on areas of improvement that should be taken into consideration by MUDeNR and UNDP Malaysia in the implementation of future projects.

SECTION 3: JUSTIFICATION FOR EXTENSION (for projects scheduled for completion this year)

Please indicate reasons for the project extension:

Proposed duration of extension: [xx] months

Agreement by National Steering Committee:

Date of meeting: (minutes attached in Annex)

Annual Progress Report 2019 approved by:

.....
Name:

Designation:

Date:

FOR UNDP USE

UNDP Observations and Assessment

For UNDP Programme Management to comment on the reported contributions and activity progress by IP as Quality Assurance assessment

Section 1: Overall Implementation of Project Outputs as per Signed Annual Work Plan 2019

Outcome 1:

Outcome 2:

Outcome 3:

Section 2: Project Progress/Contribution towards National Development Agenda in 2019

Prepared by:

[Programme Manager]