



UNDP Malaysia
Engagement Facility

EF Title: Engagement Facility – Support to Implementation of the National Development Planning project (EF -SINDP) 2020-2022

Expected UNDAF/CP Outcome(s):

Outcome #1: (a) A new national policy framework developed to promote inclusive growth and sustainable human development policies and strategies; (b) The bottom 40% of households receive better access to education, health and social protection programmes and secure greater benefits through better targeting from new inclusive growth policies and strategies.

Outcome #2: Strengthened institutional capacity in managing climate change, and enhanced national framework for biodiversity management of the central forest spine in Peninsular Malaysia and the heart of Borneo

Expected CPD Output(s):

Priority 1a: Enhancing, prioritizing and mainstreaming inclusion for pockets of the poor, bottom 40 percent of income households and vulnerable communities

Priority 1b: Reducing spatial inequalities and promote inclusive and sustainable urbanization and rural development

Priority 2a: Enhancing national resiliency to climate variability and change

Priority 2b: Value natural capital, reduce environmental impacts and improve access to quality ecosystem services for low income households

Start/End Dates: 12 November 2020 to 31 December 2022

Implementing Partner: UNDP Malaysia

Programme Period: October 2020 to December 2022		Total resources required	USD 1,776,674
Award ID:	00131467	Total allocated resources:	
Atlas Project Number:	00124512	• Regular	
		• Other:	
		Government Cost-Sharing	USD 1,676,107.55
		GMS (6%)	USD 100,566.45
Gender Marker:	GEN2	Unfunded budget:	Not Applicable
		In-kind Contributions	Not Applicable

Brief Description

The EF-SINDP is established as a rapid and flexible response mechanism to support Government of Malaysia in addressing its key development agenda as laid out in the **Eleventh Malaysia Plan (11PM)**, upcoming 12PM and the Shared Prosperity Vision 2030. In line with UNDP Strategic Plan 2018-2021, UNDP will focus on its six (6) signature solutions with the multi-dimensionality and complexity that the 2030 Agenda demands i) Keeping people out of poverty, ii) Governance for peaceful, just, and inclusive societies, iii) Crisis prevention and increased resilience, iv) Environment: nature-based solutions for development, v) Clean, affordable energy and vi) Women's empowerment and gender equality.

Focus on EF-SINDP shall be on the below outputs:

1. Enhanced Policy Upstreaming and Advisory on Covid19 Build-Forward Better (40%)
2. Strategic Investments Catalized by Strengthening and Developing New Partnership, (30%)
3. Enhanced Communications, Impact Reporting and Monitoring & Evaluation (30%)

Agreed by UNDP:

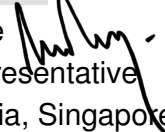
Niloy Banerjee 
Resident Representative
UNDP Malaysia, Singapore and Brunei Darussalam
Date: 12 November 2020

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I. PURPOSE AND EXPECTED OUTPUT

Introduction

Building on the outcomes of the ICPE 2019 and CO audit 2020, CO strives to chart the pathway ahead and identify actions to improve UNDP's efficiency and effectiveness over the next two years, in line with the UNSDCF and the 12MP. Positioning CO as Malaysia's go-to development-based organization will involve sharpening and clearly articulating CO's knowledge, capacity, and niche learning from the 55 years of experience working with Government and other stakeholders, translating know-how into actionable strategies.

Aligned with the national commitment to the 2030 Agenda, UNDP Malaysia envisions a Malaysia where the wellbeing, empowerment and inclusion of vulnerable and marginalised groups including women, girls and people with disability, are ensured and where environmental sustainability is a key priority for government and where the economy bounces back from COVID-19 to be more inclusive, resilient and greener, and where social cohesion is strong and civic participation is encouraged. To realize this vision, SINDP will support the new CPD programming which will focus on four strategic priority areas (SPAs) - People, Planet, Prosperity, and Peace. UNDP will support the Malaysia's development efforts by employing the following strategies:

- a) The design of all programme initiatives will incorporate the principles of:
 - i. Integrated/Area-based Programming leveraging UNDP's in-house capacities
 - ii. Future Ready Malaysia in line with UNDP's 'NextGen' approach, whereby UNDP will deliver innovative solutions using anticipatory perspectives and engaging the private, financial, and civil society sectors as appropriate; and
 - iii. Malaysia in the World – an outward-facing component that captures best practices and lessons derived from Malaysia's development journey, including its COVID-19 response and recovery, so that they can be shared and replicated internationally.

- b) Programme implementation of the new CPD will employ the following modalities:
 - i. Developing proof-of-concept experiments for testing new ideas and approaches
 - ii. Identifying policy insights distilled by the UNDP's LIGHTS Unit to improve evidence-based policy-making
 - iii. Ensuring the availability of technical expertise through the UNDP Global Policy Network and of partnerships with both governmental and non-governmental actors in the global North and South

Purpose

EF-SINDP is established as a rapid and flexible response mechanism to support Government of Malaysia in addressing its key development agenda as laid out in the 11Malaysia plan, upcoming 12Malaysia Plan and the Shared Prosperity Vision 2030. In line with UNDP strategic Plan 2018-2021, UNDP will focus on its six (6) signature solutions with the multi-dimensionality and complexity that the 2030 Agenda demands i) Keeping people out of poverty, ii) Governance for peaceful, just, and inclusive societies, iii) Crisis prevention and increased resilience, iv) Environment: nature-based solutions for development, v) Clean, affordable energy and vi) Women's empowerment and gender

equality. It is also foreseen that CO may need to chart its CPD to be in line with new SP 2022-2025 where applicable.

EF-SINDP is designed as an umbrella project over a period of three years (2020-2022) focusing on strategic and well-defined policy upstream, including sectoral interventions with high catalytic impact to respond rapidly to changing political, social and economic conditions and with clear linkages to the priorities outlined by the 11th Malaysia Plan 2016-2020, UNDP's Country Programme 2016-2020 and Strategic Priorities 2018-2021, UNSDCF and CPD 2021-2025.

The final objectives of the project shall be:

- A more focused, highly substantive, and strategically positioning of Malaysia's CO assistance, where interventions lifted from small scale to the catalytic and transformational – in support of the upcoming 12MP and SPV 2030 development agenda in line with UNDP new SP 2022-2025
- A strong focus on development results through a strengthened culture of results-based management, and clear communication and reporting on what the office is achieving, inline SP 2018-2021
- A renewed interest and significant national network of partnerships for development to support CPD and CPAP 2022-2025 implementation.

Focus on EF-SINDP shall be on the below key outputs:

- 1. Enhanced Policy Upstreaming and Advisory on Covid19 build-forward better (40%)**
- 2. Strategic Investment Catalized by Strengthening and Developing New Partnership (30%)**
- 3. Enhanced Communications, Impact Reporting and Monitoring, Evaluation (30%)**

The expected outputs for the project are:

Output 1: Enhanced Policy Upstreaming and Advisory on Covid19 build-forward better

To provide policy advisory and technical services to counterparts; namely to government ministries and agencies, especially on Covid19 build-forward better and strengthening data evidence and including on research and testing of innovation ideas with scaling-up potential. This component will cover the drafting of strategy papers, targeted research or conducting stakeholder consultations to brainstorm on possible project ideas and initiatives.

Activities here will include for example

- i. Prepare upstream policy papers, think piece, research on areas related to leaving no one behind, sustainability and democratic governance.
- ii. Support to the organizing the platforms, workshop and committee meetings including bringing key experts to share best practices and lesson learns and workshops.
- iii. Provide inputs that lead to strategic intervention on last-mile connectivity among others on key sectors such as access to finance, bridging digital

- divide, rural electrification, access to clean water (and water resources), delivery of services.
- iv. Prepare and organize project formulation exercises to be implemented during 12MP period, including possibility of leveraging regional/global financial resources (i.e. GEF, GCF, bi-lateral funding).
- v. Provide inputs to preparation for UNDP's support to Government including preparation for the new CPAP 2022-2025 in partnership with EPU. This will include the call on Expression of Interest (EOI) prior that will be able to extract key possible assistance needed by the ministries and agencies.
- vi. Enhance gender analysis across UNDP programming and support development of GEN2 projects.
- vii. Promote testing of innovations with scale-up potential, concept-proofing, piloting policy transformation, demonstrating stakeholders' engagement/platforms and including documenting evidence in areas of interest, including partnership with private sectors, private sector associations, NGOs, and academia.

Output 2: Strategic Investment Catalized by Strengthening and Developing New Partnership

CO shall invest in strengthening capacity for office delivery and efficiency including building up further the reimbursable advisory support (RAS) mechanism, exploring options for CO financial sustainability and enhancing human capital. In these regards, CO will explore partnerships with non-traditional players and private sectors including positioning UNDP as a convenor and facilitator of development solutions which helps in south-south cooperation with a special focus on lagging states (i.e. Sabah, Sarawak).

EF-SINDP investment approach shall be tailored towards venturing into new potential areas (i.e. SDG financing with IFIs/ FIs) by increasing capacities, know-how, assets, or item acquired with the goal of generating income or appreciation of knowledge. Output shall focus on activities that can assist in providing attractive returns and to use for future years (i.e. CPD 2025 and beyond) and to create wealth in preparation for Malaysia's NCC status.

Activities here will include, for example:

- i. In partnership with IsDB, expand Islamic financing support on Sukuk, Wakaf, M/SME development, NGO empowerment
- ii. Implementation of potential strategic projects by co-financing with potential sub-national and private sector partners (i.e. Sarawak Biodiversity Masterplan, Sarawak Urbanization Policy)
- iii. Develop new partnership with FIs & private sectors
- iv. New programme partnership targeting SDG impact financing

Output 3: Enhanced Strategic Communications, Impact Reporting and Monitoring & Evaluation

The output will investigate communicating clearly about what CO does, how it does it and what its interventions help achieved as well as into implementing a coherent approach to publications, knowledge products and strengthening internal communication. The outputs will also investigate building capacities of CO communication team on current and emerging issues. Training will be enhanced including write-shops, pitching

programme, stakeholders' consultations, brainstorming sessions, etc. It will assist in facilitating partnerships to support the development of national capacity building and development strategies based on assessments in line with C4D principles.

Communications and advocacy will be strengthened to show more visibility to the programme, projects, and other initiatives that UNDP is supporting and collaborating with the Malaysian government and its partners. This can constitute knowledge sharing with our stakeholders as well, be it internally in Malaysia or abroad including South-south exchanges.

On the M&E front, the project shall also provide support to the programme design stages and the project development stages of potential projects focusing on key outcomes, outputs, targets, and indicators. Management and monitoring of the projects for field visits and to conduct M&E related assessments shall be also under this output. National and sub-national stakeholders will be participating to track progress as capacity development through monitoring and evaluation systems. Development of tools, guidance, SOP for efficient mechanisms for monitoring and evaluation to help Malaysia pursue its development that is sustainable, resilient, and inclusive in the true spirit of the SDGs will be also explored.

Activities here shall include:

- i. Design and formulate quality strategic communication plan which is aligned with RBAP and HQ' requirements.
- ii. Develop and organize social media strategy to achieve maximum visibility
- iii. Engage mainstream medias on UNDP's related outputs
- iv. Production of communication material
- v. Extract key information from APR, MYPR, ROAR, project publication, blogs, think-piece, interviews
- vi. Convene stakeholder consultations / workshop to triangulate findings
- vii. Support to training and building capacities for civil servants on understanding new innovative development tools, impact reporting which includes learning /strengthening new economic modelling, projection calculation, building up database, behavioral insights, crowd sourcing, fore sighting exercise, design thinking, big data and others.

Gender

This project will enhance CO capacities to mainstream gender equilities in UNDP programming and CO activities. Initiatives that promote the greater empowerment of women, women in politics and decision-making roles, support for the unpaid care work, will be encouraged, just to name a few. The project will consider gender elements throughout the entire implementation. If and when required, a gender analysis will be prepared to fully consider the different needs, roles, benefits, impacts, risks, differential access to and control over resources of women and men (including considerations of intersecting categories of identity such as age, social status, ethnicity, marital status, etc.) given a project's context, and to identify appropriate measures to address these and promote gender equality and women's empowerment.

II. MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP where it will be involved in providing supervision on project implementation, technical & policy advisory, and financial management. A Programme Manager will be assigned to perform project assurance and guidance to keep the project progressing on the right track. UNDP Malaysia will also provide in-house expertise on technical and policy advisory needed, communication and advocacy, support knowledge management and will also draw on necessary expertise from UNDP HQ, regional and country office network, or UN agencies, where applicable.

Request for support will come from the respective Head of Portfolio manager to the Programme Manager of the SINDP for coordination and inspection of the documents for further discussion in the Evaluation Committee which will be chaired by Deputy Resident Representative (DRR). Upon reviewing and clearance by the Evaluation Committee, the proposal will be submitted to RR for approval. Proposed concept note shall be prepared and submitted in line with the EF-SINDP project scope as stated above. The Head of Portfolio will be responsible and accountable to the delivery of the activities and the needed resources. Depending on the request for support, a project team and project board may be required if necessary. DRR will be the Project Director with support from the Head of Programme, who will also provide the Secretariat support to the running of the project. Project Steering Committee will be organized twice a year or when necessary. Relevant TORs are stated in the Annexes section.

An evaluation committee will be established to review each proposal based on its potential impact, return of investment, alignment to the UNDP's mandate & national policies and budget availability before it is approved by RR.

UNDP enterprise resource planning (ERP) system (ATLAS) will be utilized and will provide the management information system to ensure accuracy and transparency of project progress and financial information. ATLAS is used to track of the financial status of the project, to control expenses, handle outstanding commitments, make payments, and monitor the performance of each request including the needed QA/ M&E targets and indicators. This will enable the production of reports that are part of UNDP Country Office central oversight and monitoring while serving as the building blocks for periodic reviews and communications with stakeholders.

PROCESS FLOW ON THE SUBMISSION OF PROPOSALS				
Steps	1. Idea Note / Concept note Submission	2. Secretariat	3.Evaluation Review Committee	4. Final Approval
Focal Point	Head of Portfolio	Head of Programme, PSU	Chair: Deputy Resident Representative	Resident Representative
Purpose	Submission	Fact Check, initial evaluation finding	Review and Recommend for Approval	Approval Process

III. MONITORING

The project activities will be monitored by UNDP where the following will be conducted:

Project Monitoring and Review Meetings

Within UNDP, activities implemented in the project will be discussed and monitored during MT meeting. Its purpose is to assess the performance and success of the EF-SINDP project including sustainability of the results, contribution to related outcomes (and the status) and the capacity development status. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-funded projects. Where necessary and depending on complexities, each request of support will be complemented by its own project monitoring and review meetings (i.e. TWC and NSC meetings) where respective ministries/EPU will also participate.

Progress Reporting Documents

The below project reports will be prepared

1. Mid-year Progress Report
A mid-year progress report will be prepared which will highlight the progress of the project, its achievement and lesson learns. Issues, risks, or challenges will be highlighted together with project achievements.
2. Annual Progress Report
An Annual Progress Report will be which will highlight the progress of the project, its achievement and lesson learns. Issues, risks, or challenges will be highlighted together with project achievements and to be reported under ROAR.
3. Final Project Review Report
A final assessment of progress based on the chain of results initially defined in the Project Document and Annual Work plans will be prepared and will include information on financial allocations of expenditure.
 - Lessons learnt log - summarizing the information captured throughout the implementation of the project
 - Annual signed CDRs
 - Statements of cash position (if applicable)

Risks and Assumptions

Annex-3 lists the identified potential risks that may affect the project and its corresponding mitigation strategies. In summary, the identified risks for this project are political uncertainty (that may lead to change of government), impact of COVID-19 crisis and the lockdown measure that stall decision-making processes as well as the emergency ordinance period that prevent effective consultations and timeline of completeness of this project

IV. WORK PLAN & BUDGET

EXPECTED OUTPUTS	PLANNED ACTIVITIES	BUDGET CODE	2020 (USD)	2021 (USD)	2022 (USD)	TOTAL
OUTPUT 1 Enhanced Policy Upstreaming and Advisory on Covid-19 build-forward better	<p>i. Prepare upstream policy papers, think piece, research on areas related to leaving no one behind, sustainability and democratic governance.</p> <p>ii. Support to the organizing the platforms, workshop and committee meetings including bringing key experts to share best practices and lesson learns and workshops</p> <p>iii. Provide inputs that lead to strategic intervention on last-mile connectivity among others on key sectors such as access to finance, bridging digital divide, rural electrification, access to clean water (and water resources), delivery of services.</p> <p>iv. Prepare and organize project formulation exercises to be implemented during 12MP period, including possibility of leveraging regional/global financial resources (i.e. GEF, GCF, bi-lateral funding).</p> <p>v. Provide inputs to preparation for UNDP's support to Government including preparation for the new Country Programme Document in partnership with EPU. This will include the call on Expression of Interest (EOI) prior</p>	Local Consultant 71300	26,569	181,433	75,000	283,001
		Service Contract Holders 71400	24,490	156,943	63,750	245,182
		Professional / Contractual Services- Companies 72100	0	50,000	50,000	100,000
		Workshops /Conference 75700	0	5,000	4,108	9,108
		74200	0	1,112	0	1,112
		UNDP Technical Advisory Services 64300	50,000	62,000	70,000	182,000
		ISS/UPL 75100	6,081	23,366	15,892	45,338
		GMS 74500	0	3,947	2,000	5,947

	<p>that will be able to extract key possible assistance needed by the ministries and agencies.</p> <p>v.i Enhance gender analysis across UNDP programming and support development of GEN2 projects.</p> <p>vii. Support crisis responses (& recovery), disaster resilient and response/management for possible policy adoption and lesson learnt into 12MP mid-term review in year 2023</p> <p>v.iii Promote testing of innovations with scale-up potential, experimentation, concept-proofing, piloting policy transformation, demonstrating stakeholders' engagement/platforms and including documenting evidence in areas of interest, including partnership with private sectors, private sector associations, NGOs, and academia.</p>					
	SUB-TOTAL		107,139	483,800	280,750	871,690

OUTPUT 2 Strategic Investments Catalizedby Strengthening and Developing New Partnership (30%)	i. In partnership with IsDB, expand Islamic financing support on Sukuk, Wakaf, M/SME development, NGO empowerment ii. Implementation of potential strategic projects by co-financing with potential sub-national and private sector partners (i.e. Sarawak Biodiversity Masterpan, Sarawak Urbanization Policy) iii. Develop new partnership with FIs & private sectors	Local consultant 71300	0	150,000	50,000	200,000
		Service Contract Holders 71400	0	25,764	20,000	45,764
		Travel 71600	0	1,000	10,000	11,000
		Professional / Contractual Services- Companies 72100	0	50,000	50,000	100,000
		Workshops /Conference 75700	1,508	10,000	20,000	31,508
		UNDP Technical Advisory Services 64300	0	30,000	30,000	60,000
		Equipment/ IT 72400	0	6,764	3,698	10,463
		ISS/UPL	72	16,472	11,302	27,845
		GMS 74500	0	1,000	1,000	2,000
		SUB-TOTAL		1,579	291,000	196,000
Output 3: Enhanced Strategic Communications, Impact Reporting and Monitoring & Evaluation	i. Design and formulate quality strategic communication plan which is aligned with RBAP and HQ' requirements. ii. Organize due-diligence and proof-read on CO's publication and knowledge products iii. Develop and organize social media strategy to achieve maximum visibility	Local consultant 71300	0	20,000	174,527	194,527
		Service Contract Holders 71400	0	54,000	50,000	104,000
		Travel 71600	0	3,000	10,000	13,000
		Professional/Contractual Services-Companies 72100	0	30,000	13,537	43,537
		Workshops /Conference 75700	0	2,698	10,000	12,698

iv. Engage mainstream medias on UNDP's related outputs v. Production of communication material vi. Extract key information from APR, MYPR, ROAR, project publication, blogs, think-piece, interviews vii. Convene stakeholder consultations / workshop to triangulate findings viii. Support to training and building capacities for civil servants on understanding new innovative development tools, impact reporting which includes learning /strengthening new economic modelling, projection calculation, building up database, behavioural insights, crowd sourcing, fore sighting exercise, design thinking, big data and others.	UNDP Technical Advisory Services 64300	0	10,000	10,000	20,000
	ISS/UPL 75100	0	7,302	16,463	23,765
	GMS 74500	0	2,878	2,000	4,878
SUB-TOTAL		0	129,878	286,527	416,405
GRAND TOTAL		108,719	904,678	763,277	1,776,674

V. ANNEXES

1. Terms of Reference – Project Steering Committee

The Project Steering Committee (PSC) will provide strategic and policy guidance and direction to the project implementation. The meeting will be chaired by Resident Representative of UNDP Malaysia and it will be composed of senior representatives from portfolios IDG, SRD, Governance and LIGHT. Head of Programme will act as the Secretariat to the PSC. For efficiency of the project operation, PSC meeting of the SINDP can be as one the CO Management Team's agenda.

The PSC will meet at least twice a year, whichever greater. In any case of quick decision is needed due to exigencies, decision by email circulation shall be allowed. 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 as stated in the project document.
- Review, approve, endorse Annual Work Plan/budget and/or changes to a project budget revision
- Review and approve relevant changes to the project result framework.
- 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.

2. Terms of Reference – Evaluation Committee

The Evaluation Committee (EC) will act as the reviewer of the proposal in providing technically sound inputs and information to the development and implementation of project activities, to successfully deliver the project outputs. It will be chaired by DRR where members will include senior representative of the CO portfolios. Frequency of the meetings will be organized as and when needed.

The EC will be specifically responsible for:

- Provide technical guidance and recommendation on matters pertaining to the technical aspects of the project to ensure that they meet with the objectives set in the project document
- Review and evaluate the proposal submitted towards the fulfilment of the objective/ outcomes of the SINDP project document. Specific attention will be given on potential impact, return of investment, alignment to the UNDP's mandate & national policies and budget availability.
- Technically endorse the project proposal for further endorsement and approval by RR

3. Risk Analysis and Mitigation

No	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owners
1	Political uncertainty that lead to change of government which may result change of priorities of the government	Political Strategic	Likelihood = 3 (medium) Impact = 2 (negligible)	Close follow-up with government counterparts are required on the intended initiatives so that they remain focused in achieving project outputs and outcomes.	Project Manager
2	Increase number of COVID-19 cases that result in lockdown measure and have to rely on virtual consultations which can be less effective for engagement	Operation	Likelihood = 2 (less likely) Impact = 3 (medium)	The country has recently started the first phase of vaccination and recording down trend of cases since early March. The project will ensure that all activities involving physical contact follow COVID-19 SOP enforced by the authority.	Project Manager
3	Emergency Ordinance (EO) period	Political Strategic Operation	Likelihood = 2 (less likely) Impact = 1 (negligible)	With the initiation of the first phase of vaccination and easing down of lockdown, it has been indicated that the EO will soon be lifted. However, the EO has little impact to the project implementation because the purpose of the EO is mainly to allow a legal provision for no Parliament sitting until the COVID-19 is under control.	Project Manager