



PROJECT DOCUMENT

Project Title: Strengthening Social Protection Policy for Inclusive Development and Growth

Project Number: 00126220 (Award ID: 00134683)

Implementing Partner: Implementing Coordination Unit (ICU), Prime Minister Department

Start Date: 15 Apr 2022 End Date: 30 Apr 2024 PAC Meeting date: 26 Oct 2021

Brief Description

In line with the Twelfth Malaysia Plan (12MP) Strategy A5 and A6 to address poverty and building an inclusive society to ensure social justice and a decent standard of living for the *rakyat*, the Government plans to strengthen the social protection policy in terms of enhancing the delivery and coordination of social protection. The absence of a National Social Protection Policy coupled with fragmented Social Protection system has resulted in inefficiency use of resources and unfulfilled outcomes.

To support Government's effort to strengthen the social protection for all, this project aims to improve effectiveness, efficiency and targeting of the social protection system. It will contribute towards two objectives, namely to support Malaysia develop a coherent and inclusive National Social Protection Policy; and develop an integrated architecture for Social Protection Database for Malaysia. Guided by the Sustainable Development Goals (SDGs) framework and Malaysia's Shared Prosperity Vision 2030, this project focuses support to address the inefficiencies of social protection due to the fragmented system, resulting in redundancy and mistargeting the vulnerable groups who need to be socially protected.

The outputs from this project serve as contribution to (1) policy review in improving the National Social Protection Policy by unpacking the institutional arrangement, policy-making processes, and the co-ordination of social protection landscape within the country; and (2) an architectural recommendation of an enhanced social database system that would support a robust and efficient supply chain of social assistance.

These outputs will contribute toward the following achievements:

- (i) 12MP Theme 2 on Strengthening Security, Wellbeing and Inclusivity; Game Changer VI: Transforming the Approach in Eradicating Hardcore Poverty, Priority Area A: Addressing Poverty and Narrowing Inequality from a Multidimensional Perspective, in specific under Strategy A5 on Strengthening Service Delivery Mechanism and Strategy A6 Strengthening Social Protection for All;

- (ii) The extended Country Programme Document (CPD) 2016 – 2020 Priority 1a. Enhancing, prioritizing and mainstreaming inclusion pockets of the poor, bottom-40 percent of income households and vulnerable communities; and
- (iii) CPD 2022 – 2025: People Pillar (indicative) respectively.

<p>Contributing Outcome (UNSDCF/CPD, RPD or GPD): UNSDCF 1.1. Effective policies and initiatives that promote socioeconomic inclusion, equity and resilience, especially for the bottom 40 per cent, are in place and implementation monitored</p> <p>CPAP 2016-2020 Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded</p> <p>Indicative Output(s) with gender marker: Gender Marker: GEN2</p>	Total resources required:	USD 398,984	
		UNDP TRAC:	-
		Donor:	-
		Government of Malaysia:	USD 376,400
		GMS (6%)	USD 22,584
		In-Kind:	-
		TOTAL	USD 398,984
	Unfunded:	-	

Agreed by (signatures):

Government of Malaysia	UNDP	Implementing Partner
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Contents

List of Abbreviations	4
I. Development Challenge	5
II. Strategy	8
III. Results and Partnerships	12
IV. Project Management	15
V. Results Framework.....	16
VI. Monitoring And Evaluation	20
VII. Multi-Year Work Plan	22
VIII. Governance and Management Arrangements.....	27
Project Steering Committee (PSC).....	27
Technical Working Committee (TWC)	28
Consultants and Technical Support.....	28
Financial Management Arrangements.....	29
UNDP Support Services.....	29
In-Kind Contributions.....	30
IX. Legal Context.....	31
X. Risk Management	31
XI. Annexes.....	36
Annex-1: Project Quality Assurance Report	36
Annex-2: Social And Environmental Screening	45
Annex-3: Risk Analysis And Mitigation	61
Annex-4: Capacity Assessment.....	63
Annex-5: Project Board Terms Of Reference And TORs Of Key Management Positions ..	64

LIST OF ABBREVIATIONS

12MP	Twelfth Malaysia Plan (2021-2025)
B40	Bottom 40 percent
BPN	Bantuan Prihatin Rakyat
BPPS	Bureau for Policy and Programme Support
BR1M	Bantuan Rakyat 1 Malaysia
BSH	Bantuan Sara Hidup
CJA	Citizens Journey Approach
CSO	Civil Society Organisation
DOSM	Department of Statistics Malaysia
DPSN	Dasar Perlindungan Sosial Negara
EPU	Economic Planning Unit
ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
GDP	Gross Domestic Product
HACT	Harmonized Approach to Cash Transfers
ICU	Implementation Coordination Unit
ILO	International Labour Organization
LPAC	Local Project Appraisal Committee
LPL	Local Price List
M40	Middle 40 percent
M&E	Monitoring & Evaluation
MySPC	Malaysia Social Protection Council
NGO	Non-Governmental Organisation
NPD	National Project Director
NSC	National Steering Committee
PDPA	Personal Data Protection Act
PDPS	Pangkalan Data Perlindungan Sosial
PKH	Program Keluarga Harapan
PMC	Project Management Cost
PMU	Project Management Unit
POPP	Programme and Operations Policies and Procedures
PSC	Project Steering Committee
SDG	Sustainable Development Goals
SPV2030	Shared Prosperity Vision 2030
TWC	Technical Working Committee
TWG	Technical Working Group
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNFPA	United Nations Population Fund
UPL	Universal Price List

I. DEVELOPMENT CHALLENGE

- 1.1 The 2030 Agenda for Sustainable Development is aligned with the Universal Declaration of Human Rights (1948) that recognizes everyone should be entitled to a social protection, standard of living adequate with the health and wellbeing of oneself and of one's family, including medical care, and the right to security in the event of unemployment, sickness, disability, spousal death, old age and other livelihood deprivation.
- 1.2 In essence, there are three prongs of Social Protection that aims to protect, prevent and promote to ensure basic needs are met, resilience against poverty is achieved, and economic potential is maximised¹. These implemented in the form of Social Assistance, Social Insurance and Labour Market Intervention.² Social Assistance is a non-contributory scheme where transfers are disbursed to beneficiaries and mainly funded by tax. Social Insurance refers to contributory schemes such as pension, employment injury and invalidity protection benefits, sickness and maternity benefits etc. Labour market intervention comprises programmes and policies that upskill labour through training as well as extending protection in the case of retrenchment.
- 1.3 Currently, Malaysia has a range of public social protection programme implemented by several ministries and agencies at the federal and state level. For instance, non-contributory social assistance mostly targeted to low-income groups and administered by public agencies such as the Ministry of Women, Family, and Community Development (MWFCDD) and Ministry of Finance (MoF). Contributory formal social protection schemes include Civil Service Pension Scheme, the Employees Provident Fund (EPF), the Social Security Organisation (SOCSO), and the Armed Forces Fund (LTAT) while the Ministry of Human Resource (MOHR) implement the overarching policy and strategy on labour market.
- 1.4 As result of the B40 Action Plan led by the Economic Planning Unit (EPU), UNDP piloted a Citizen Journey Approach project in three states, namely Kuala Lumpur, Kelantan and Sabah in 2019. The citizen-centric approach aims to enhance targeting and efficacy of social assistance delivery provided by various government entities. The insights and learnings gained from this pilot have unearthed some structural challenges of the country's delivery mechanism including poor targeting of social assistance and protection to the vulnerable groups, ineffective delivery due to fragmented system that leads to inefficiency of resources use.
- 1.5 Moreover, the COVID-19 pandemic has pushed current social protection systems in many countries including Malaysia to their limits, stretching social protection fiscal to protect the most vulnerable populations and economies, which further exposed the gaps and limitations in the social protection system. A UNDP's survey on COVID-19 impact, found respondents encountered difficulties in accessing the Bantuan Prihatin Rakyat (BPR) due to weakness in the delivery design³ while another UNDP's report found that many of the "new" B40 unable to receive social protection due to inflexibility in the social protection system.⁴ In September 2021, the Prime Minister of Malaysia announced over half a million of M40 households now are categorize as B40 that represents 20 per cent of the middle-income group.⁵

¹ Bank Negara Malaysia, 2020. 'Economic, Monetary and Financial Development in 2020. Accessed: https://www.bnm.gov.my/documents/20124/3026377/emr2020_en_box1_socialprotection.pdf

² ILO (2003). Social Protection.

³ UNDP (2020). Rapid Household Income Survey (Unpublished)

⁴ UNDP (2021) Issue Brief. Unified Social Registry: Towards An Efficient Social Protection System. Accessed: <https://www.my.undp.org/content/malaysia/en/home/library/issue-brief--unified-social-registry--towards-an-efficient-socia.html>

⁵ <https://www.nst.com.my/news/nation/2021/09/729370/over-half-million-m40-households-are-now-b40-says-pm>

Critical Gaps in the Social Protection System

- 1.6 Malaysia's existing social protection primarily covers two ends of the socio-economic spectrum. On one end is the group of salaried employees in the formal sector (public and private), particularly those in stable full-time employment, who enjoy relatively good protection in terms of contingencies covered. The other end is mainly the hardcore poor and vulnerable individuals, as defined by government's social welfare mandates based on income of households less than the national food Poverty Line Income (RM1,169)⁶.
- 1.7 The dual system of Malaysia's social protection - based on (i) tax-financed 'poor relief' schemes targeting the low-income households; and (ii) social insurance schemes and civil service pensions for the formal economy workforce - risks leaving out a large segment of the 'missing middle'. Groups of people in between, e.g. workers in an informal economy, especially persons in more unstable forms of wage employment, the self-employed and the lower middle-income households, are not systematically covered from livelihood shocks through the current set-up.

Fragmented Social Assistance System

- 1.8 Over the years, the government has instituted a wide-ranging social assistance scheme whereby different agencies mandated to address unidimensional concerns and issues relevant to B40 households. While such specialisation is practical, one unintended consequence is that officers from different agencies are often not able to keep abreast on programmes offered by their counterparts. B40 applicants also have to deal with multiple contact points due to the specialised nature of the agencies' services.
- 1.9 A disintegrated system is also ineffective and costly for the government to manage in terms of providing support and resources to respective agencies that are delivering similar type of work. Initial estimates show more than 120 social aid programmes involving 21 ministries and government agencies are active at the end of 2019, but there are more programmes at sub-national levels and those implemented through civil society networks which are not fully mapped or included.⁷
- 1.10 Distinct ministries and agencies naturally have their own mandates, definitions and objectives for their beneficiaries. However, since all social assistance programmes are targeted and means-tested based on the agencies' respective criteria, it limits the accessibility of these programmes, especially for vulnerable individuals. Often, specific eligibility and requirements are unclear, resulting in frustrating processes of applications. In extreme cases, the poor and needy developed a sense of hopelessness or phobia towards the system of social assistance, relying on help and goodwill from others or civil societies to apply for assistance on their behalf.

Stigmatization and Exclusion Error

- 1.11 Women in the informal economy are particularly vulnerable in economy upheaval and poorly covered in social protection⁸. A stronger gender-responsive social protection approach is needed to expand the coverage to vulnerable women in informal sector. Burden of poverty to women and men is disproportional due to underlying social norms and cultural practice. In most societies, women are the primary caretakers of children, the elderly and the sick. In poor households, women often will sacrifice their own health and nutrition, income and labour for their children's education, health and well-being. Malaysia's targeted social protection

⁶ DOSM. Household Income and Basic Amenities Survey 2019.

⁷<https://www.malaymail.com/news/malaysia/2019/12/12/govt-drafting-national-social-protection-policy/1818669>

⁸ UN Department of Economic and Social Affairs (2018) Promoting Inclusion Through Social Protection. World Report on the World Social Situation 2018.

programme through cash transfer and training skills for single mothers have been successful. However, the COVID-19 crises exacerbated vulnerabilities and risk factors leading to wider gaps in social protection between women and men. Therefore, social protection strategies must consider gender inequality and gender differences to effectively alleviate poverty and address the needs and constraints of both poor women and men.

- 1.12 Malaysia's current approach to social protection can be said to be relief-oriented in that it focuses on giving out cash assistance to the most needy; as evident in the design of welfare allowances schemes and the Bantuan Rakyat 1 Malaysia (BR1M), its successor, Bantuan Sara Hidup (BSH) and during the pandemic, the BPN assistance. In the context of an upper middle-income country, such framework would lead to unintended consequences such as being exclusive (rather than inclusive) and to some extent, stigmatizes the recipients. In extreme cases, a stigma attached to a programme can actually discourage people from applying, even when they are really in need of the assistance.
- 1.13 A further weakness of the social protection system is that many poor-relief schemes had very inaccurate targeting, with high exclusion of their intended recipients. This is not uncommon even among well-known poverty-targeting programmes across the globe. Estimated exclusion error has been reported as high as 80 percent in Indonesia's Program Keluarga Harapan (PKH) and 58 percent in Sri Lanka's Samurdhi programme.⁹
- 1.14 The perceived arbitrariness of the selection process, in turn, can undermine social cohesion and trust in government and, more broadly, the social contract. Poverty targeting can disincentives engagement in the labour force and create poverty traps, since people may fear losing their benefits if their incomes increase; while for others, it creates a sense of unfairness and references to partisan politics or lack of faith in government's efficiency in managing social assistance.
- 1.15 The COVID-19 pandemic has further unveiled deep structural issues surrounding the prevailing social protection framework in the country. Critical issues include fragmented and overlapping programmes, gaps in overall coverage, the inadequacy of programmes to comprehensively address socioeconomic vulnerabilities, and fiscal challenges. A systematic, thorough, and holistic review of the social protection system is needed to ensure social protection policies are more comprehensive, inclusive, sustainable, and equipped to meet their intended objectives.

⁹ Kidd, S., & Athias, D. (2019). Hit and Miss: An Assessment of Targeting Effectiveness in Social Protection. Working Paper. *Development Pathways*

II. STRATEGY

- 2.1 UNDP is supporting government across 170 countries on poverty eradication, the global network of knowledge and learning are reinforced by contextualized country experience. Notably, UNDP's flagship publication - the global Human development Report – analyses country development in the lens of longevity, education and income among its population.
- 2.2 In Malaysia, UNDP continuously advocate for equitable human development, and is working to shape the multi-dimensional poverty discourse. In partnership with the Economic Planning Unit, UNDP has recently concluded our support on the development of the National B40 Action Plan to address the need of low-income households.
- 2.3 The Government of Malaysia has demonstrated high commitment to provide equitable social protection to all. In the recently released Twelfth Malaysia Plan (12MP) 2021-2025, strengthening social protection for all and enhancing service delivery mechanism are identified as a priority strategy under the Game Changer VI: Transforming the Approach in Eradicating Hardcore Poverty under the Theme 2 on Strengthening Security, Wellbeing and Inclusivity.¹⁰ In line with the Shared Prosperity Vision 2030 (SPV2030), Malaysia's Sustainable Development Goals (SDG) Roadmap, and the 12MP strategy to address poverty and building an inclusive society to ensure social justice and a decent standard of living for the *rakyat*, rethinking of social protection for consolidation of existing arrangements into a coherent and inclusive social protection system where no one is left behind, is strongly needed.
- 2.4 Therefore, UNDP is committed to support the Government's plan to strengthen the social protection policy by establishing a foundational context upon which future policies, strategies and action plans can be formulated, through a two-tiered approach:
- **Developing a National Social Protection Policy for Malaysia (Dasar Perlindungan Sosial Negara - DPSN)**, to provide an overarching framework and roadmap for all associated agencies towards sustainable and inclusive social protection.
 - **Developing an integrated architecture of the social protection database (Pangkalan Data Perlindungan Sosial - PDPS)**
- 2.5 This support aligned with UNDP's Country Programme Document (CPD) for Malaysia 2022 – 2025 reflected in the first outcome pillar that vulnerable and at-risk populations living in Malaysia benefit from more equity-focused and high-quality social services as well as a social protection system that ensures all have an adequate standard of living.
- 2.6 The expected Outcome of this project is that more equitable access to services and robust social protection policies which leads to social justice and adequate standard of living for the *rakyat* which will be achieved by the following Outputs and its corresponding activities:

Output 1: Inclusive National Social Protection Policy for Malaysia developed, which includes recommended policies, strategies, programmes and action plans

Activity 1.1: Conduct a comprehensive assessment on the current Social Protection landscape in Malaysia, covering (but not limited to) the following:

- (i) Gap analysis including the capacity assessment and gender analysis of the current Social Protection landscape, highlighting challenges and bottlenecks in Social Assistance, Social Insurance and Labour Market Intervention programme.

¹⁰ Economic Planning Unit (2021): 12th Malaysia Plan

- (ii) Current state of the country's social protection policy-making processes and the coherence and co-ordination that exist within and among ministries;
- (iii) Map of existing relevant policies, strategies and governance frameworks and its effectiveness in promoting coherence across the sector but also in aligning social protection with a government's broader development policy framework; and
- (iv) International benchmarking with related Social Protection best practices for identification of areas of improvement.

Activity 1.2: Develop a National Social Protection Policy that will include (but not limited to) the following:

- (i) Alignment consultations with Malaysia Social Protection Council (MySPC) and relevant key stakeholders;
- (ii) Practical strategy framework, institutional arrangement and action plan for the policy;
- (iii) Implications and impacts of the proposed policies and programmes on the public service delivery;
- (iv) Develop a monitoring and evaluation framework to track progress made on the DPSN; and
- (v) Recommendations to strengthen the need, coverage and effectiveness of social protection to develop a robust and sustainable system;

Output 2: Social Protection Database for Malaysia (Pangkalan Data Perlindungan Sosial - PDPS) enhanced, which includes recommended gender responsive architecture of database and action plans

Activity 2.1: Conduct a comprehensive assessment on the current Social Registry in Malaysia, covering (but not limited to) the following:

- (i) Desk review of international benchmarking related to social registry best practices for adoption of potential architecture feasible to country context;
- (ii) Streamlining on-going assessment of the current state of the information sharing across the social protection sector through management information systems, as well as linkages between social protection registries and other databases;
- (iii) Intersectionality analysis to address gender-associated vulnerabilities in the social registry;
- (iv) Examines the registration process for various programmes and the mechanisms used to target interventions at various groups, and evaluates monitoring and evaluation systems; and
- (v) Characterising the social registry core features, users programme and citizen interface.

Activity 2.2: Develop a concept for Social Protection Database that will include (but not limited to) the following:

- (i) Recommendations on the concept of the integrated architecture of the gender responsive social protection database;
- (ii) Recommendation on information system requirement of the enhanced social protection database including ICT infrastructure, security, data sharing etc; and
- (iii) Practical strategy framework and action plan for the implementation of database Architecture.

Activity 2.3: To support develop technology solutions to streamline the collectives of social protection databases.

- (i) To support the development of enhanced one-stop-platform which host social assistance programmes based on the analysis from Activity 2.1 and 2.2; and

- (ii) To pilot with target group (e.g. women, people with disabilities, elderly, indigenous, rural community, etc) on citizen experience with the enhanced one-stop-platform and accessibility to social protection via the platform.

Output 3: Technical and institutional capacity in the implementation, coordination and monitoring of the DPSN built, and awareness among relevant stakeholders strengthened

Activity 3.1 Conduct capacity building and socialisation to strengthened institutional capacity and awareness of DPSN

- (i) Conduct training and capacity building sessions for MySPC and relevant government agencies on inclusive Social Protection;
- (ii) Produce a handbook on monitoring and tracking progress on social protection delivery and organize training sessions on better data collection, analysis and reporting on inclusive Social Protection;
- (iii) Conduct socialisation activity such as roadshows or town halls of the DPSN and its action plan to key government entities;
- (iv) Organise South-South Exchange webinar with countries with good social protection registry and policy.

- 2.7 UNDP's theory of change for this outcome pillar suggests that if a more efficient, effective and sustainable social protection system is in place; and if access to high quality, equity-focussed services can be strengthened and if inclusive social norms and values are increasingly adopted, particularly with regard to gender equality, then vulnerable and at-risk populations will be empowered and have more equitable access to services and social protection, including greater access to health services, quality food, social security, clean water and clean energy, contributing to human capital and productivity.
- 2.8 UNDP will strengthen social protection by supporting Implementation Coordination Unit (ICU), a government agency under the Prime Minister's Department (PMD) to develop a coherent and inclusive National Social Protection Policy through a comprehensive assessment of the current country's social protection landscape.
- 2.9 UNDP will support ICU in facilitating multi-stakeholder consultations to map existing relevant policies, strategies, and governance frameworks and its effectiveness in promoting coherence across the ministries and agencies but also in aligning social protection with a government's broader development policy framework.
- 2.10 Relevant key ministries and government agencies involved in decision-making of social protection in the country will be consulted, such as the MWCFD, MOF, MOHR, SOCSO, EPF, Department of Statistics Malaysia (DOSM) as well as the EPU. The development of DPSN will take into account the current policies and strategies of the MySPC and support streamlining policy to ensure increased accuracy and efficiency of the social assistance system. In addition, reference shall be made to the study by the World Bank on social protection as well as the study by EPF social protection in Malaysia.
- 2.11 Programming will draw on UNDP's strong global network of expertise and partnerships, to identify the most effective social protection policy and framework. UNDP will support ICU in working closely with DOSM to enhance social protection database through the adoption of an integrated architecture framework feasible to country context informed through the consultative process as well as international best practices.
- 2.12 UNDP will support the development of enhanced and integrated social protection registry, a comprehensive assessment of the current social registry examined including the registration

process for various programmes and the mechanisms used to target interventions at various groups and evaluates monitoring and evaluation systems. It shall take into account the current development on the establishment of PDPS with eKasih (ICU, PMD), eBantuan (JKM) and cash transfer (MOF) databases. Access to personal data shall abide by the Personal Data Protection Act (PDPA). It is also proposed that the project shall adhere to Non-Disclosure Agreement (NDA) if necessary.

- 2.13 UNDP will employ a proof-of-concept methodology for testing an enhanced one-stop-platform which host social assistance programmes, with target group on citizen experience on accessibility to social protection through this platform
- 2.14 UNDP will support the Government in strengthening technical and institutional capacity of key social protection institutions by conducting capacity building sessions on Social Protection for MySPC and relevant agencies. Policy roadshow and/or town halls will be conducted to socialise DPSN at various levels of the government and society.
- 2.15 In the initial stage of project implementation, a stakeholder engagement plan will be developed and an analysis to provide insights on the gender gap to ensure equal participation in the development of the DPSN and PDPS through meaningful consultation with women and men of the vulnerable groups (people with disabilities, youth, indigenous, elderly, rural community etc). Additionally, the capacity building will include mandatory trainings on gender for key project staffs including the implementing partner. Gender disaggregated data will be collected and monitored throughout the process to ensure there is equal participation and voices from both men and women. The cost of conducting the intersectionality analysis is integrated with the relevant outputs of this project.

III. RESULTS AND PARTNERSHIPS

Expected Results

- 3.1 This project contributes directly to the 12MP Strategy A5 on enhancing service delivery mechanism and Strategy A6 on strengthening social protection for all. In specific, the strategy on enhancing service delivery exclusively outline that database related to poverty eradication and social assistance will be integrated through the development of PDPS to eliminate redundancies as well as inclusion and exclusion error and the strategy on strengthening social protection indicated effective coordination in formulation of social protection policies including social insurance and labour market issues.
- 3.2 The inclusive National Social Protection Policy strengthened the governance of the policy implementation while ensuring that no one is left behind particularly the poor and vulnerable communities. A policy roadmap with practical strategy framework, institutional arrangement and action plan for the policy are developed. The centralised policy harmonised and improved management of resources and coordination framework of the policy implementation.
- 3.3 An integrated social registry enhanced efficiency of service delivery and improved targeting mechanism through coordinated service delivery and therefore effective use of resources. Specific examples are integrated social registry offers low-income households access to a broad array of services and benefits under one registration process, effectively reducing the burden on these households and boosting the efficiency of the social programmes. Operationally, it reduced the administrative costs of conducting the registration of households.
- 3.4 Under this project, sound knowledge and technical capacity of government officials are built through the series of training on social protection. Strengthening public sector service delivery capacity is identified as one of the key policy enablers in line with the 12MP that focus on accelerating human capital development to achieve Agenda 2030.
- 3.5 This project contributes to the UNDP CPD 2022-2025 under Output 1.1: A more efficient, effective and sustainable social protection system is in place that provides increased protection. The project will work towards output Indicator 1.1.1: A coherent system of database with data disaggregated by sex, age, disability to promote improved coordination and monitoring of social protection
- 3.6 Initiatives under this outcome area in line with national objectives under SDGs 1, 2, 3, 4, 5, 6, 9 and 10, and to UNDP Signature Solutions 1, 2, and 6. Particularly for SDG 5 and Signature Solution 6, this initiative will have an impact in addressing gender associate vulnerabilities through the inclusion of gender lens analysis in this exercise.

Resources Required to Achieve the Expected Results

- 3.7 This project funding is from the Government Cost Sharing Fund (GCSF) managed by UNDP and supported by in-kind contribution by ICU. A dedicated project coordinator will be hired for this project to support ICU as the implementing agency and in liaising with EPU, other stakeholders and UNDP in implementing the project. Inputs from various stakeholders such as the DOSM, MWFCO, MOF, EPF, MOHR, SOCSO as well as relevant state's government agency will be included during the consultation process as and when needed.
- 3.8 Support from ICU will include in-kind contributions such as use of office support facilities by the project team, office space and assist in gaining access to all relevant data and information required for the project that is accessible for public viewing

Partnerships

- 3.9 ICU, the Implementing Partner will partner with members of the MySPC, namely the DOSM, MWFC, MOF, MOHR, EPF, SOCSO and other relevant stakeholders from the private sector, CSO/NGOs, academia and research institutions as determined by ICU including UNDP for an increased governance and ownership and to provide policy and technical support on activities pertaining to policy and framework development.
- 3.10 Academic institutions, CSOs/NGOs and the private sector as well as the public will be engaged to participate in stakeholder engagement sessions and provide technical feedback and input in certain stages of the project. UNDP will facilitate international/regional exchange of Social Protection expertise and best practices within its network and with other United Nations (UN) agencies such as the Office of the UN Resident Coordinator (RC), United Nations Children's Fund (UNICEF), United Nations Populations Fund (UNFPA), International Labour Organization (ILO) and United Nations Economic and Social Commission for Asia and the Pacific (ESCAP).

Risks and Assumptions

- 3.11 **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 include lack of buy-in from stakeholders due to competing priorities, 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.
- 3.12 The activities are bound to COVID-19 SOP and will abide to the current situation in the country whilst still be creative in organising any awareness programmes.

Stakeholder Engagement

- 3.13 The intended beneficiaries of the project are primarily federal government policymakers and agencies as describe in the partnerships section, in addition to all relevant stakeholders within the Social Protection landscape upon implementation and adoption of the DPSN and database. It is anticipated that stakeholder's engagement among relevant federal and state government policymakers including academic and NGO/CSOs will be organised in the Activity 1.1 and 1.2 in developing and aligning the DPSN within the country context.
- 3.14 With NGOs/CSOs consultations involved in social assistance delivery and with relevant private sectors (if needed) in Activity 2.1 and 2.2 during the database system development exercise. Relevant NGOs/CSOs will be consulted through Focus Group Discussions (FGD) In ensuring the public is given the opportunity to provide their feedback, public consultations will be conducted through existing CSOs or local governments (e.g. municipal or district offices) or via online platform as indicated in Activity 3.
- 3.15 Accountability and ownership of the project will be established through the governance mechanism of the Project Steering Committee (PSC) respectively and key stakeholders of the Social Protection will be engaged in project activities including, but not limited to, policy and technical assessments, workshops, data collection, and advocacy and awareness sessions.

South-South and Triangular Cooperation (SSC/TrC)

- 3.16 The project will seek to draw on regional and global experiences and expertise through international networks and conduct benchmarking and comparative analysis studies to strengthen project activities and recommendations. International experience can be leveraged to inform the scope and direction of the project. Case studies conducted on other countries such as Brazil, Chile, Australia and South Korea and others will be part of the project activity and used as a benchmarking analysis for the revision of the Malaysia Social Protection. All the materials collected throughout this process will be used as reference materials in the project and the contacts established will form the basis for further South-South and Triangular Cooperation initiative.
- 3.17 Malaysia's experience in achieving the outcomes can be shared within ASEAN during ASEAN conference and forum related to Social Protection. UNDP will also promote and share successful stories with its counterparts around the region in its development journey.

Knowledge

- 3.18 Publications like policy documents, assessments on policy coordination, policy intervention, budget allocation and other relevant materials including media products will be produced. Results from the project will be disseminated within the project intervention areas through existing information sharing networks, social media, blogs and platforms such as UNDP Social Protection network, UNDP Economist Network and other platforms. The project will identify and participate, as relevant and appropriate, in scientific, policy-based, and/or any other network mentioned above, which may be of benefit to the project implementation through lessons learnt. The project will identify, analyse, and share lessons learnt that might be beneficial in the design and implementation of similar future projects.

Sustainability and Scaling Up

- 3.19 The project will provide a comprehensive understanding and an overview of the Social Protection landscape in Malaysia and a roadmap to steer Malaysia's Social Protection implementation towards greater inclusivity. The recommendations, strategies and proposals from the DPSN are expected to be the foundation for follow up developmental interventions to ensure goals and targets under the DPSN are successfully achieved, in addition to acting as a reference source for policymaking.
- 3.20 This is in line with the Universal Social Protection Agenda 2030 (USP2030) which call for countries and international partners to support the global commitment to implement nationally appropriate social protection systems and measures for all, including floors (SDG 1.3) by 2030, centred around the core principles of universal social protection.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

- 4.1 A portfolio management approach will be adopted where applicable, 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 inclusive development growth. UNDP Malaysia has been supporting the national and state governments in building and strengthening systemic and institution capacities in human development, leveraging on its comparative advantage in the global policy network and technical-know-how with the Government of Malaysia.
- 4.2 In partnership with the EPU, UNDP has concluded support on the development of the National B40 Action Plan to address the need of low-income households. Subsequently, a Citizen Journey Approach was piloted at the grassroots level to enhance targeting and efficacy of social assistance delivery provided by various government entities. UNDP built a strong presence with local authorities relevant to social protection in selective states and leveraging on existing partnerships result in cost efficiency and effectiveness in project management.

Project Management

- 4.3 The project is governed by the extended CPAP 2016 -2020 via the Supplementary CPAP (1 January 2020 till 30 June 2022) under Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded, and indicative output Priority 1a: Enhancing, prioritizing and mainstreaming inclusion for pockets of the poor, bottom 40 percent of income households and vulnerable communities.
- 4.4 This project executed under the National Implementation Modality (NIM) with the provision of support services by the UNDP Malaysia Country Office and will be governed by a PSC chaired by the Director-General of ICU. The national counterpart and implementing partner will be ICU that will act as the national focal point for all project matters. A Project Management Unit (PMU) team will be established to manage and monitor the project's progress and deliverables and UNDP Malaysia will assign project support staff to work in close collaboration with ICU.
- 4.5 Key project management activities include project planning, project management and implementation, project evaluation, stakeholder consultations, training and workshops, as well as project assurance, information exchanging and sharing. In addition, Harmonised Approach to Cash Transfer (HACT) assurance activities will be conducted as to UNDP's standard requirements.

V. RESULTS FRAMEWORK

Intended Outcome as stated in the UNSDCF Country [or Global/Regional] Programme Results and Resource Framework:

12MP: Theme 2 on Strengthening Security, Wellbeing and Inclusivity, Game Changer VI: Transforming the Approach in Eradicating Hardcore Poverty, Priority Area A: Addressing Poverty and Narrowing Inequality from a Multidimensional Perspective, in specific under Strategy A5 on Strengthening Service Delivery Mechanism and Strategy A6 Strengthening Social Protection for All

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

UNDP CPD 2022 – 2025: Priority People Providing more equitable access to affordable, quality, and comprehensive public services and social protection

Output 1.1: A more efficient, effective and sustainable social protection system is in place that provides increased protection against contingencies throughout the lifecycle

Indicator 1.1.1: A coherent system of database with data disaggregated by sex, age, disability to promote improved coordination and monitoring of social protection

Baseline: 0

Target: 1

Source: ICU and DOSM

Applicable Output(s) from the UNDP Strategic Plan:

UNDP Strategic Plan 2022 – 2025:

(a) Supporting countries towards three directions of change: structural transformation, leaving no one behind and resilience

(b) Through six signature solutions: poverty and inequality, governance, resilience, environment, energy and gender equality

Outcome 2: No-one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development

Outputs:

- 1.2. Social protection services and systems strengthened across sectors with increased investment
- 1.3 Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity

Project title and Atlas Project Number: Strengthening Social Protection Policy for Inclusive Development and Growth

UNDP ATLAS Project Number: 00126220 (Award ID: 00134683)

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)									DATA COLLECTION METHODS & RISKS	
			Value	Year	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	FINAL		
Output 1: Inclusive National Social Protection Policy (DPSN) for Malaysia developed, which include recommended policies, strategies, programmes and action plans	1.1 A stocktake report on the existing social protection landscape and institutional arrangement to identify capacities gaps and opportunities	Government	0	2022	1	0	0	0	0	0	0	0	0	1	Desk review and through engagement sessions/meetings with government stakeholders
	1.2 Number of government entities engaged in the formulation of DPSN	Government	0	2022	5	5	5	5	0	0	0	0	10	Engagement sessions/meetings with government stakeholders	
	1.3 Number of vulnerable communities engaged in the development of the DPSN disaggregated by gender, age, ethnicity and disabilities	Government	0	2022	5	5	5	5	0	0	0	0	5	Engagement sessions/meetings with government stakeholders	
	1.4 A gender responsive National Social Protection Policy developed and adopted by the government	Government	0	2022	0	0	1	0	0	0	0	0	1	Government publications	
	1.5 A monitoring and evaluation handbook for the DPSN developed with relevant agencies trained on monitoring & evaluation	Government	0	2022	0	0	1	0	0	0	0	0	1	Government publications and meetings	

¹¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

Output 2: Social Protection Database for Malaysia (Pangkalan Data Perlindungan Sosial - PDPS) enhanced, which includes recommended gender responsive architecture of database and action plans	2.1 An assessment of the gaps in current social registry (including gender gaps), and recommendations for improvement	Government	0	2022	1	0	0	0	1	0	0	0	1	Desk review and engagement sessions/meetings with government stakeholders
	2.2 An enhanced Social Protection Database architecture and Action Plan developed	Government	0	2022	0	1	0	0	0	0	0	0	1	Government publications and meetings
	2.3 Number of vulnerable communities participated in the pilot roll-out of the enhanced Social Protection site disaggregated by age, gender, ethnicity, disabilities	Government	0	2022	0	0	0	300	0	0	0	0	300	Engagement sessions/meetings with government stakeholders
	2.4 A consolidated report on user feedback to the Social Protection pilot site	Government	0	2022	0	0	0	1	0	1	0	0	1	Government publications
Output 3: Technical and institutional capacity in the implementation, coordination and monitoring of the DPSN built, and awareness among relevant stakeholders strengthened	3.1 Number of government officers trained on the new DPSN	Government	0	2022	0	0	0	40	40	40	0	0	120	Training reports
	3.2 Number of government staffs sensitized on gender mainstreaming in the context of social protection/ assistance	Government	0	2022	0	30	30	30	30	30	0	0	150	Training reports
	3.3 Number of vulnerable communities engaged, awareness raised on the use of the new DPSN, disaggregated by sex, age, ethnicity and disability	Government	0	2022	0	0	0	10	10	10	0	0	30	Event reports

	3.4 Number of South-South exchange held on Social Protection Registry Best Practice with regional governments	Government	0	2022	0	0	0	0	0	1	2	0	0	3	Event reports
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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:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	UNDP	Refer to workplan
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. Audits will be conducted in accordance with UNDP's Harmonized Approach to Cash Transfer (HACT) policy to manage financial risk.	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.	UNDP	Refer to workplan
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.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	UNDP	Refer to workplan
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.	UNDP	Refer to workplan
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	UNDP	Refer to workplan

			the project board and used to make course corrections.		
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 long with mitigation measures, and any evaluation or review reports prepared over the period.	Quarterly, and at the end of the project (final report)		UNDP	Refer to workplan
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.	UNDP	Refer to workplan

VII. MULTI-YEAR WORK PLAN ¹²¹³

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024		Funding Source	Budget Description	Amount (USD)
Output 1: National Social Protection Policy Blueprint for Malaysia developed, which includes recommended policies, strategies, programmes and action plans	1.1 A stocktake report on the existing social protection landscape and institutional arrangement to identify gaps and opportunities	14,000	0	0	EPU/UNDP	GCS 30071	International Consultant (71200)	14,000
		5,000	5,000	0	EPU/UNDP	GCS 30071	Local consultant (71300)	5,000
		2,000	2,000	0	EPU	GCS 30071	Travel (71600)	4,000
Gender marker: GEN2	1.2 Number of government entities engaged in the formulation of DPSN	4,000	2,000	0	EPU	GCS 30071	Meeting (75700)	6,000
	1.3 Number of vulnerable communities engaged in the development of the DPSN disaggregated by gender, age, ethnicity and disabilities	2,000	2,000	2,500	EPU	GCS 30071	Meeting (75700)	6,500

¹² Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹³ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024		Funding Source	Budget Description	Amount (USD)
	1.4 A gender responsive National Social Protection Policy developed and adopted by the government	4,000	8,000	0	EPU/UNDP	GCS 30071	International Consultant	12,000
		3,000	4,000	0	EPU/UNDP	GCS 30071	Local Consultant	7,000
		0	12,000	0	EPU/UNDP	GCS 30071	Publication (Graphic Design, Proof Read, etc) (74200)	12,000
	1.5 A monitoring and evaluation handbook for the DPSN developed with relevant agencies trained on monitoring & evaluation	0	8,000	0	EPU/UNDP	GCS 30071	International consultant (71200)	8,000
		0	5,000	3,000	EPU/UNDP	GCS 30071	Local consultant (71300)	8,000
		2,000	14,000	2,000	EPU/UNDP	GCS 30071	UNDP Technical Advisory & Services	18,000
	Sub-Total for Output 1							
Output 2: Social Protection Database for Malaysia (Pangkalan Data Perlindungan)	2.1 An assessment of the gaps in current social registry (including gender gaps), and recommendations for improvement	0	15,000	0	EPU 00479 / UNDP 001981	GCS 30071	International consultants (71200)	15,000
		3,000	7,000	0	EPU 00479 / UNDP 001981	GCS 30071	Local consultant (71300)	10,000

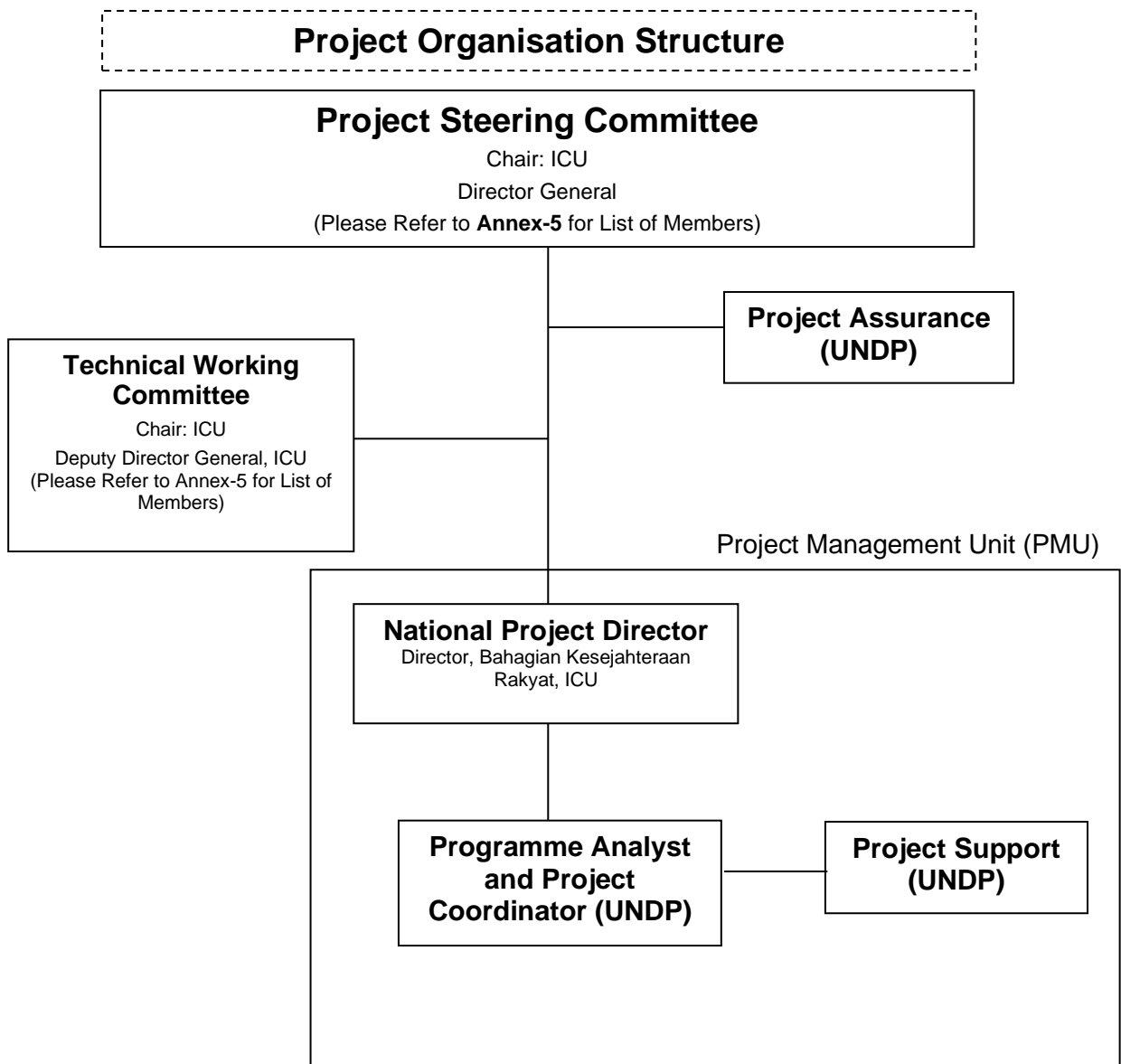
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024		Funding Source	Budget Description	Amount (USD)
Social - PDPS) enhanced, which includes recommended architecture of database and action plans		3,000	3,000	0	EPU 00479	GCS 30071	Workshop (75700)	6,000
		1,000	2,500	0	EPU 00479	GCS 30071	Travel (71600)	3,500
Gender marker: GEN2	2.2 An enhanced Social Protection Database architecture Action Plan developed	0	21,000	0	EPU 00479 / UNDP 001981	GCS 30071	International consultant (71200)	21,000
		0	8,500	0	EPU 00479 / UNDP 001981	GCS 30071	Local consultant (71300)	8,500
		0	6,000	2,500	EPU 00479	GCS 30071	Workshop (75700)	8,500
	2.3 Number of vulnerable communities participated in the pilot roll-out of the enhanced Social Protection site disaggregated by age, gender, ethnicity, disabilities	1,000	1,000	0	EPU 00479	GCS 30071	Travel (71600)	2,000
		2,000	2,000	0	EPU 00479	GCS 30071	Workshop (75700)	4,000
	2.4 A consolidated report on user feedback to the Social Protection pilot site	0	3,500	0	EPU 00479 / UNDP 001981	GCS 30071	Local consultant (71300)	3,500
		4,000	10,000	4,000	UNDP 001981	GCS 30071	UNDP Technical Advisory & Services	18,000
	Sub-Total for Output 2							

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024		Funding Source	Budget Description	Amount (USD)
	3.1 Number of government officers trained on the new DPSN	0	7,000	3,000	EPU 00479	GCS 30071	Workshop (75700)	10,000
		0	5,000	5,000	EPU 00479 / UNDP 001981	GCS 30071	International consultant (71200)	10,000
		0	3,000	3,000	EPU 00479 / UNDP 001981	GCS 30071	Local consultant (71300)	6,000
	3.2 Number of government staffs sensitized on gender mainstreaming in the context of social protection/ assistance	2,000	3,000	3,000	EPU 00479	GCS 30071	Workshop (75700)	8,000
	3.3 Number of vulnerable communities engaged, awareness raised on the new DPSN, disaggregated by sex, age, ethnicity and disability	0	3,000	3,000	EPU 00479	GCS 30071	Workshop (75700)	6,000
	3.4 Number of South-South exchange held on Social Protection Registry Best Practice with regional governments	0	3,000	4,000	EPU 00479	GCS 30071	Workshop (75700)	7,000
		0	8,000	3,000	UNDP 001981	GCS 30071	UNDP Technical Advisory & Services	11,000
Sub-Total for Output 3								58,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	PLANNED BUDGET		
		2022	2023	2024		Funding Source	Budget Description	Amount (USD)
Project Management		21,500	30,000	10,000	UNDP 001981	GCS 30071	Programme Analyst (71400)	61,500
		7,000	14,000	3,000	UNDP 001981	GCS 30071	Project Coordinator	24,000
		1,000	3,000	1,000	UNDP 001981	GCS 30071	Travel (71600)	5,000
		2,000	2,000	2,000	UNDP	GCS 30071	M&E (74500)	6,000
		2,000	8,000	2,000	UNDP	GCS 30071	UNDP Technical Advisory & Services (64300)	12,000
		1,000	2,000	2,500	UNDP	GCS 30071	Miscellaneous and Communication (74500)	5,500
		1,000	2,000	900	UNDP	GCS 30071	ISS / Support Services	3,400
Sub-Total for Project Management								117,900
Total								376,400
GMS (6%)				UNDP	GCS 30071	GMS (75100)	22,584	
Grand-total		92,750	243,270	62,964		Grand-total	398,984	

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

4.6 The diagram below illustrates the Project Organisation Structure for this project:



Programme Management Arrangements

Project Steering Committee (PSC)

A Project Steering Committee will provide guidance and direction to the project implementation process according to the established detailed work plan monitoring tool and will be chaired by the Director-General of Implementation Coordination Unit. The Committee will be composed of representatives from ICU, EPU, UNDP Malaysia and other relevant stakeholders to be identified. The TORs of the PSC shall be agreed among the stakeholders within the first two months of the project.

National Project Director (NPD)

The National Project Director who is the Director of Bahagian Kesejahteraan Rakyat, ICU JPM will be responsible for coordinating project activities among the main parties to the project. Among these responsibilities are ensuring that the project document and project revisions requiring Government's approval are verified by Implementing Partner and processed through the Government's co-ordinating authority in accordance with established procedures and providing direction and guidance on project-related issues. The NPD also has the authority to disburse funds upon the advice from the Project Steering Committee or the Programme Analyst based on the required project milestones.

Technical Working Committee (TWC)

A technical working committee will be established to handle all technical matters relating to the project and will be chaired by the National Project Director. The members of the TWC will consist of representatives from EPU, ICU, UNDP Malaysia and respective Divisions from the Implementing Partner as well as other relevant stakeholders to be determined by the Project Steering Committee.

Project Management Unit (PMU)

A PMU comprising of three members (National Project Director, Programme Analyst and Project Coordinator hired for this project) that will oversee day-to-day implementation and monitoring of the project.

The Programme Analyst will be responsible for project implementation, financial management, procurement and communication and advocacy support, and will be based in UNDP. The Programme Analyst will be assigned to be a member of the PSC and TWC to oversee and monitor project progress, provide project assurance services and participate in project consultation and technical meetings for technical advisory support.

A Project Coordinator will be responsible to coordinate the consultations with various stakeholders both at federal and state levels. This person will be stationed at the ICU office as the liaison person for both ICU and UNDP in communicating and coordinating the different stakeholders.

National/international experts and/or contractual service companies will be recruited to provide relevant expertise on the Social Protection for the delivery of outputs and activities under the project's components as and when needed.

UNDP Malaysia will be responsible for:

- (i) Providing project assurance, policy and technical advisory services to the successful delivery of project outputs;
- (ii) Providing human resource, procurement, financial and audit services to the project;
- (iii) Overseeing financial expenditure against approved project budgets;
- (iv) Appointed independent financial auditors and evaluators in line with HACT requirements; and
- (v) Ensuring that all activities including procurement and financial services are carried out in strict compliance with UNDP procedures.

Other services by UNDP is described in the UNDP Support Services Section.

Consultants and Technical Support

- If applicable, technical support will be provided by local and international professionals with extensive experience working in relevant areas as required by the project. The UNDP global knowledge network will provide valuable inputs through best practices and lessons learned from similar experiences in other countries.

- The planned activities by the consultants are based on reliable sources cited, adequate, recent and with sufficient due diligence.
- The advisory on the concept and assessment of the system is prepared satisfactory to the Government requirements and taking into account feedback given to the consultants in the report.

Financial Management Arrangements

Based on the approved Annual Work Plan (AWP), EPU and UNDP will provide required financial resources to the Implementing Partner to carry out project activities during the annual cycle. The following modalities may be used, where applicable and relevant:

- Direct cash transfers to the Implementing Partner, for obligations and expenditures to be made by them in support of activities;
- Direct payments to vendors and other third parties, for obligations incurred by the Implementing Partner; and
- Reimbursement to the Implementing Partner for obligations made and expenditure incurred by them in support of activities.

The Implementing Partner will work closely with UNDP to monitor the use of the financial resources and are accountable for:

- Managing UNDP and Government of Malaysia's resources to achieve the expected results; and
- 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 AWP's and budgets.

At the end of every quarter, UNDP prepares a Combined Delivery Report (CDR) which records all disbursements made under the project for verification. The Implementing Partner and UNDP should sign this CDR.

A project revision shall be made when appropriate; to respond to changes in the development context or to adjust the design and resource allocation to ensure the effectiveness of the project, provided that the project remains relevant to the CPAP. A project revision shall be supported by the record of an approved decision made by the project PSC, and an updated and signed AWP.

The contribution of funds for this project shall be charged:

- 6% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices; and
- Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

UNDP Support Services

In addition to the roles and responsibilities assigned to UNDP and the Implementing Partner in the Project Document, UNDP may/shall provide the following services, at the request of the Implementing Partner:

- Identification and recruitment of project personnel;
- Procurement of goods and services;
- Identification, development and implementation of capacity building/training activities and assistance in carrying them out; and
- Provision of policy and technical advisory services, project assurance, monitoring, evaluation and reporting.

The above will be carried out based on UNDP policies and procedures following the principles of best value for money, fairness, integrity, transparency, and effective competition.

In-Kind Contributions

In addition to the financial resources through UNDP, the Implementing Partner will provide the following in-kind contributions:

- Assist in gaining access to all relevant data and information required for the project that is accessible for public viewing;
- Office space (e.g. room/workspace) for the Project team, consultants and experts;
- Use of office support facilities by the Project team, consultants and experts (e.g. internet services, email, fax machine, stationary, photocopy machine, telephone), and secretarial support where applicable; and
- Facilities for convening meetings, workshops and seminars.

IX. LEGAL CONTEXT

This project document with the extended CPAP, 2016-2020 via the Supplementary CPAP signed between the Government of Malaysia and UNDP on 25 Mar 2016 and 3 March 2022 respectively, constitute together the “project document” as referred to Article 1 in the Standard Basic Assistance Agreement (SBAA) signed between the Government of Malaysia and UNDP on 12 September 2012. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by ICU, PMD 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

- 10.1 Consistent with the Article III of the SBAA the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
- 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; and
 - assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
- 10.2 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 Implementing Partner’s obligations under this Project Document.
- 10.3 The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document 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.
- 10.4 The Implementing Partner acknowledges and agrees that UNDP will not tolerate sexual harassment and sexual exploitation and abuse of anyone by the Implementing Partner, and each of its responsible parties, their respective sub-recipients and other entities involved in Project implementation, either as contractors or subcontractors and their personnel, and any individuals performing services for them under the Project Document.
- 10.5 In the implementation of the activities under this Project Document, the Implementing Partner, and each of its sub-parties referred to above, shall comply with the standards of conduct set forth in the Secretary General’s Bulletin ST/SGB/2003/13 of 9 October 2003,

concerning “Special measures for protection from sexual exploitation and sexual abuse” (“SEA”).

- 10.6 Moreover, and without limitation to the application of other regulations, rules, policies and procedures bearing upon the performance of the activities under this Project Document, in the implementation of activities, the Implementing Partner, and each of its sub-parties referred to above, shall not engage in any form of sexual harassment (“SH”). SH is defined as any unwelcome conduct of a sexual nature that might reasonably be expected or be perceived to cause offense or humiliation, when such conduct interferes with work, is made a condition of employment or creates an intimidating, hostile or offensive work environment.
- 10.7 In the performance of the activities under this Project Document, the Implementing Partner shall (with respect to its own activities), and shall require from its sub-parties referred to in paragraph 4 (with respect to their activities) that they, have minimum standards and procedures in place, or a plan to develop and/or improve such standards and procedures in order to be able to take effective preventive and investigative action. These should include: policies on sexual harassment and sexual exploitation and abuse; policies on whistleblowing/protection against retaliation; and complaints, disciplinary and investigative mechanisms. In line with this, the Implementing Partner will and will require that such sub-parties will take all appropriate measures to:
- (i) Prevent its employees, agents or any other persons engaged to perform any services under this Project Document, from engaging in SH or SEA;
 - (ii) Offer employees and associated personnel training on prevention and response to SH and SEA, where the Implementing Partner and its sub-parties referred to in paragraph 4 have not put in place its own training regarding the prevention of SH and SEA, the Implementing Partner and its sub-parties may use the training material available at UNDP;
 - (iii) Report and monitor allegations of SH and SEA of which the Implementing Partner and its sub-parties referred to in paragraph 4 have been informed or have otherwise become aware, and status thereof;
 - (iv) Refer victims/survivors of SH and SEA to safe and confidential victim assistance; and
 - (v) Promptly and confidentially record and investigate any allegations credible enough to warrant an investigation of SH or SEA. The Implementing Partner shall advise UNDP of any such allegations received and investigations being conducted by itself or any of its sub-parties referred to in paragraph 4 with respect to their activities under the Project Document, and shall keep UNDP informed during the investigation by it or any of such sub-parties, to the extent that such notification (i) does not jeopardize the conduct of the investigation, including but not limited to the safety or security of persons, and/or (ii) is not in contravention of any laws applicable to it. Following the investigation, the Implementing Partner shall advise UNDP of any actions taken by it or any of the other entities further to the investigation.
- 10.8 The Implementing Partner shall establish that it has complied with the foregoing, to the satisfaction of UNDP, when requested by UNDP or any party acting on its behalf to provide such confirmation. Failure of the Implementing Partner, and each of its sub-parties referred to in paragraph 4, to comply of the foregoing, as determined by UNDP, shall be considered grounds for suspension or termination of the Project.
- 10.9 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>).

- 10.10 The Implementing Partner shall:
- (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.
- 10.11 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.
- 10.12 The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner 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.
- 10.13 The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner 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.
- 10.14 In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes in accordance with UNDP's regulations, rules, policies and procedures. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', 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 the Implementing Partner to find a solution.
- 10.15 The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.
- 10.16 Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.
- 10.17 UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that 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. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement.

- 10.18 Where such funds have not been refunded to UNDP, the Implementing Partner 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 the Implementing Partner 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.
- 10.19 Each contract issued by the Implementing Partner 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 the Implementing Partner shall cooperate with any and all investigations and post-payment audits.
- 10.20 Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, 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.
- 10.21 The Implementing Partner shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled “Risk Management Standard Clauses” are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

Special Clauses. In case of government cost-sharing through the project, the following clauses should be included:

- The schedule of payments and UNDP bank account details.
- The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
- The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
- UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
- All financial accounts and statements shall be expressed in United States dollars.
- If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
- If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from

the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.

- Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board, the contribution shall be charged:

- [6%] cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
- Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
- The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

XI. ANNEXES

Annex-1: Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL				
OVERALL PROJECT				
EXEMPLARY (5) ¥¥¥¥	HIGHLY SATISFACTORY (4) ¥¥¥¥i	SATISFACTORY (3) ¥¥¥ii	NEEDS IMPROVEMENT (2) ¥¥iii	INADEQUATE (1) ¥iiii
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.
DECISION				
<ul style="list-style-type: none"> • APPROVE – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner. • APPROVE WITH QUALIFICATIONS – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. • DISAPPROVE – the project has significant issues that should prevent the project from being approved as drafted. 				
RATING CRITERIA				
For all questions, select the option that best reflects the project				
STRATEGIC				
1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change? <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. 	3	2		
	1			
	Evidence		Yes. The UNDP CPD 2022-2025 theory of change for this outcome area suggests that if a more efficient,	

<ul style="list-style-type: none"> • 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases.</i></p>	<p>effective and sustainable social protection system is in place; and if access to high quality, equity-focused services can be strengthened and if inclusive social norms and values are increasingly adopted, particularly as regards gender equality, then vulnerable and at-risk populations will be empowered and have more equitable access to services and social protection, including greater access to health services, quality food, social security, clean water and clean energy, contributing to human capital and productivity.</p>	
<p>2. Is the project aligned with the UNDP Strategic Plan?</p> <ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan¹⁴ and adapts at least one Signature Solution¹⁵. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i> • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i> • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	3	2
<p>3. Is the project linked to the programme outputs? (i.e., UNSDCF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme)</p>	Yes	No
	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The project will contribute to UNDP SP 2022-2025 OUTCOME 2: No-one left behind, centering on equitable access to opportunities and a rights-based approach to human agency and human development. Initiatives under this outcome area will contribute to national objectives under SDGs 1, 2, 3, 4, 5, 6, 9 and 10, and to UNDP Signature Solutions 1, 2, and 6. Particularly for SDG 5 and Signature Solution 6, this initiative will have an impact in addressing gender associated vulnerabilities through inclusion of gender lens analysis in this exercise.</p>	

¹⁴ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

¹⁵ The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

RELEVANT									
<p>4. Does the project target groups left furthest behind?</p> <ul style="list-style-type: none"> 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. 2: The target groups are clearly specified, prioritizing groups left furthest behind. 1: The target groups are not clearly specified. <p><i>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; text-align: center;">3</td> <td style="width: 70%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">The social protection project target groups left furthest behind and clearly specified in the project document. Social protection main goal is to protect the vulnerable and the most marginalized groups through policies and programme in enhancing their capacity managing economic and social risks.</td> </tr> </table>	3	2	1		Evidence		The social protection project target groups left furthest behind and clearly specified in the project document. Social protection main goal is to protect the vulnerable and the most marginalized groups through policies and programme in enhancing their capacity managing economic and social risks.	
3	2								
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Evidence									
The social protection project target groups left furthest behind and clearly specified in the project document. Social protection main goal is to protect the vulnerable and the most marginalized groups through policies and programme in enhancing their capacity managing economic and social risks.									
<p>5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design?</p> <ul style="list-style-type: none"> 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p><i>*Note: Management Action or strong management justification must be given for a score of 1</i></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; text-align: center;">3</td> <td style="width: 70%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">The design of the project is informed using evidence-based tool and relevant best practices standard applied by the international, regional expertise as well as local context. A consultant with vast experience and knowledge in conducting comprehensive assessment on Social Protection and familiar with international guidelines and tools will be hired to ensure the project is designed according to credible evidence</td> </tr> </table>	3	2	1		Evidence		The design of the project is informed using evidence-based tool and relevant best practices standard applied by the international, regional expertise as well as local context. A consultant with vast experience and knowledge in conducting comprehensive assessment on Social Protection and familiar with international guidelines and tools will be hired to ensure the project is designed according to credible evidence	
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<p>6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors?</p> <ul style="list-style-type: none"> 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. <i>(all must be true)</i> 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in 	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%; text-align: center;">3</td> <td style="width: 70%; text-align: center;">2</td> </tr> <tr> <td colspan="2" style="text-align: center;">1</td> </tr> <tr> <td colspan="2">Evidence</td> </tr> <tr> <td colspan="2">Yes. UNDP have a clear advantage to support ICU in the development of social protection policy. UNDP will draw on its strong global network of expertise and partnerships, to identify the most effective social protection policy and framework feasible to country context informed through consultative process. A communication strategy plan including SSC/TrC and Asean Conference to socialized the new social protection plan</td> </tr> </table>	3	2	1		Evidence		Yes. UNDP have a clear advantage to support ICU in the development of social protection policy. UNDP will draw on its strong global network of expertise and partnerships, to identify the most effective social protection policy and framework feasible to country context informed through consultative process. A communication strategy plan including SSC/TrC and Asean Conference to socialized the new social protection plan	
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<p>this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance.</p> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>is part of the core components of this project</p>	
<p>PRINCIPLED</p>		
<p>7. Does the project apply a human rights-based approach?</p> <ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. <i>(all must be true)</i> • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. <i>(both must be true)</i> • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Evidence</p> <p>The project integrates principle of human-rights in its core activities such as inclusive and meaningful participation of the poor and marginalized groups directly or through representative of relevant CSOs or the local community-based organizations for youth, women & children, indigenous, people with disabilities, elderly, etc. In formulating the national social protection policy, this project is designed to facilitate marginalized groups to have equal opportunity with others in exercising their rights and fundamental freedoms in the development process of this policy.</p>		
<p>8. Does the project use gender analysis in the project design?</p> <ul style="list-style-type: none"> • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i> • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Evidence</p> <p>The project focuses on gender sensitive planning and implementation to ensure the highest gains are made for gender equity. By focusing gender-sensitive strategies and initiatives, the project ensures that women are empowered because the new national social protection policy will address the gendered risks in holistic lifestyle approach and provide apposite support in situations of poverty, vulnerability or crises.</p>		
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been 	<p>3</p>	<p>2</p>
<p>1</p>		
<p>Evidence</p> <p>To ensure sustainability, the project works with existing institutions and processes, where the Implementation</p>		

<p>identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>.</p> <ul style="list-style-type: none"> • 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> • 1: Sustainability and resilience dimensions and impacts were not adequately considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	<p>Coordination Unit (ICU) is the main driver behind this initiative supported by UNDP. By working with Governments and partners towards 'risk-informed' national, local and sectoral development planning processes, UNDP helps build the resilience of communities and nations. This includes identifying and addressing the interconnections among issues related to the environment, human rights, conflict, crises and vulnerability, where relevant.</p>	
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section.]</p>	Yes	No
MANAGEMENT & MONITORING		
<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i> • 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
1		
Evidence		
<p>The indicators set for each outputs are results-oriented which measure the expected development changes with credible data sources but with limited populated baselines and targets. However target group data will be disaggregated by age, gender, ethnicity and disability where appropriate.</p>		
<p>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. • 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> 	3	2
1		
Evidence		
<p>The project will be governed by a Project Steering Committee (PSC) chaired by the Director-General of Implementation Coordination Unit (the implementing partner of this project). The ToR of the PSC has been developed (as part of the</p>		

<ul style="list-style-type: none"> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	project documentation) but yet to share with the members of NSC	
<p>13. Have the project risks been identified with clear plans stated to manage and mitigate each risk?</p> <ul style="list-style-type: none"> • 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders. Clear and complete plan in place to manage and mitigate each risk, reflected in project budgeting and monitoring plans. <i>(both must be true)</i> • 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. • 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified and/or no initial risk log is included with the project document. <p>*Note: Management Action must be taken for a score of 1</p>	3	2
	1	
	<p>Evidence</p> <p>Risk related to the project is fully described in the project risk log as well as in the SESP. Clear and complete plan is in place to manage and mitigate each risk, reflected in project budgeting and monitoring plan. However, risks have been identified only with key internal stakeholders.</p>	
EFFICIENT		
<p>14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions.</p> <p><i>(Note: Evidence of at least one measure must be provided to answer yes for this question)</i></p>	Yes (3)	No (1)
<p>15. Is the budget justified and supported with valid estimates?</p> <ul style="list-style-type: none"> • 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. • 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. • 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 	3	2
	1	
	<p>Evidence</p> <p>The project's budget is at the activity level with identified source of funding. The budget was estimated based on similar projects or activities including incorporation of adequate costs for M&E, communication and security.</p>	
<p>16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation?</p>	3	2

<ul style="list-style-type: none"> • 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) • 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. • 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	<p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>Yes the budget some project costs attributable to the project based on prevailing UNDP policies</p>	
EFFECTIVE		
<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> • 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.) • 2: Some evidence that key targeted groups have been consulted in the design of the project. • 1: No evidence of engagement with targeted groups during project design. 	3	<p style="text-align: center;">2</p> <p style="text-align: center;">1</p> <p style="text-align: center;">Evidence</p> <p>The intended beneficiaries of the project are primarily federal government policymakers and agencies, but the project's product will benefit all Malaysian particularly the vulnerable and marginalized communities. The federal government policymakers and agencies have been consulted in the design of the project. Consultation with the marginalized communities will be included in the inception phase of this project and a targeted stakeholder engagement plan is being developed to ensure there communities have equal opportunities to participate in the formulation of the social protection policy.</p>
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation?</p>	Yes (3)	No (1)
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum.</p> <p>*Note: Management Action or strong management justification must be given for a score of "no"</p>	Yes (3)	<p style="text-align: center;">No (1)</p> <p>Gender marker for this project is GEN2. The project will integrate gender mainstreaming such as</p> <ul style="list-style-type: none"> • equal participation in consultation to ensure adequate responses to needs and challenges at the stocktaking stage, gender

	<p>mainstreaming in the new social protection policies</p> <ul style="list-style-type: none"> • sensitizing national level policy makers to gender gaps and needs, involvement of women users in the pilot roll-out to gather feedback • include mandatory trainings on gender for key project staffs including the implementing partner
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SUSTAINABILITY & NATIONAL OWNERSHIP

<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> • 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. • <u>2:</u> The project has been developed by UNDP in close consultation with national/regional/global partners. • <u>1:</u> The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	1	
	<p>Implementation Coordination Unit (ICU) is the national counterpart and implementing partner have the full ownership of this project and led the process of the development of the project jointly with UNDP. Key government stakeholders have been consulted under ICU's leadership. ICU will act as the national focal point for all project –related matters.</p>	

<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> • 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. • <u>2:</u> A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. • <u>1:</u> Capacity assessments have not been carried out. 	3	2
	1	
	<p>Capacity assessment is not needed because it is a NIM modality. However, UNDP is currently conducting (Oct-Nov 2021) a HACT Micro Assessment exercise with Implementing Partners (ICU) and that Deloitte is the appointed consultant undertaking this assignment. First, HACT framework represents a common operational (harmonized) framework for transferring cash to government and non-governmental Partners irrespective of whether these partners work with one or multiple United Nations agencies. Secondly, the purpose of the HACT Micro Assessment is to assess a Partner's (here is ICU) financial management capacity (i.e. Accounting, procurement, reporting, internal controls,</p>	

	etc.) to determine the overall risk rating and assurance activities.	
22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible?	Yes (3)	No (1)
23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)?	Yes (3)	No (1)

Annex-2: Social and Environmental Screening

Social and Environmental Screening Template [\[English\]](#) [\[French\]](#) [\[Spanish\]](#), including additional Social and Environmental Assessments or Management Plans as relevant. (NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).

Social and Environmental Screening Template (2021 SESP Template, Version 1)

The completed template, which constitutes the Social and Environmental Screening Report, must be included as an annex to the Project Document at the design stage. Note: this template will be converted into an online tool. The online version will guide users through the process and will embed relevant guidance.

Project Information

Project Information	
1. Project Title	Strengthening Social Protection Policy for Inclusive Development and Growth
2. Project Number (i.e. Atlas project ID, PIMS+)	UNDP ATLAS Project Number: 00126220 (Award ID: 00134683)
3. Location (Global/Region/Country)	Malaysia
4. Project stage (Design or Implementation)	Design
5. Date	July 31, 2021

Part A. Integrating Programming Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Programming Principles in Order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the project mainstreams the human rights-based approach

The project adopts rights-based approach towards achieving the objective of this project which aims to ensure all Malaysian particularly the vulnerable and marginalized community will be entitled to a standard of living adequate for the health and wellbeing, including medical care, and the right to security in the event of unemployment, sickness, disability, spousal death, old age and other livelihood deprivation. The project integrates principle of human-rights in its core activities such as inclusive and meaningful participation of the poor and marginalized groups directly or through representative of relevant CSOs or the local community-based organizations for youth, women & children, indigenous, people with disabilities, elderly, etc. In formulating the national social protection policy, this project will undertake comprehensive assessment build on from a series of participatory multi-stakeholder engagement processes which is designed to facilitate marginalized groups to have equal opportunity with others in exercising their rights and fundamental freedoms in the development process of this policy. The project will also support duty bearers in public sector to be committed in improving the delivery of social protection services to communities through a set of capacity building interventions that will improve skills and competencies to coordinate, implement and monitor the social protection delivery. The project strives in strengthening the national accountability through a monitoring & evaluation framework to track the progress made in implementing measures that any violation to human-rights principle in this project is systematically addressed. The project will specifically respond to the need of a paradigm shift towards a coherent and inclusive social protection system where no one is left behind.

Briefly describe in the space below how the project is likely to improve gender equality and women's empowerment

The project focuses on gender sensitive planning and implementation to ensure the highest gains are made for gender equity. In the vulnerable and marginalized communities, women often are exposed to an unequal burden of unpaid domestic responsibilities and are overrepresented in informal and precarious jobs and disrupted livelihoods. By focusing gender-sensitive strategies and initiatives, the project will ensure that women are empowered as the new national social protection policy will address the gendered risks in holistic lifestyle approach and provide apposite support in situations of poverty, vulnerability or crises. Persistent gender inequality and differences in women's and men's roles greatly influence the causes, experiences and consequences of women's poverty. In most societies, women are the primary caretakers of children, the elderly and the sick. In poor households, women often will sacrifice their own health and nutrition, income and labor for their children's education, health and well-being. Therefore, social protection strategies must consider gender inequality and gender differences to effectively alleviate poverty and address the needs and constraints of both poor women and men.

Under this project, mainstreaming gender equality and women's empowerment will be implemented through the following initiatives:

- equal participation in consultation to ensure adequate responses to needs and challenges at the stocktaking stage, gender mainstreaming in the new social protection policies
- sensitizing national level policy makers to gender gaps and needs, involvement of women users in the pilot roll-out to gather feedback
- include mandatory trainings on gender for key project staffs including the implementing partner
- ensure efforts of stakeholder engagement are gender-responsive and equitably engage women and men (and youth, when applicable);
- includes analysis of gender inequalities in the inception phase of the project and makes clear how UNDP will promote changes in relation to gender equality;
- project strategies and activities to include or target women and female-headed households (outputs and activities);
- identify and formulate sex-disaggregated data and gender-sensitive indicators enabling monitoring of project activities and its benefits to women;
- devote and allocate adequate funds, resources and expertise for implementing gender-related strategies, monitoring the results of implementation, and project team to drive consistent communications at levels of project governance structure to promote gender equality outcomes;
- advocate for Gender Equality and Women's Empowerment (GEWE) through project workshops, steering committee meetings and integrated in the communications plan to key stakeholders

Briefly describe in the space below how the project mainstreams sustainability and resilience

The project will provide a comprehensive understanding and overview of the Social Protection landscape in Malaysia and a roadmap to steer Malaysia's Social Protection implementation towards greater inclusivity. To ensure sustainability, the project works with existing institutions and processes, where the Implementation Coordination Unit (ICU) is the main driver behind this initiative supported by UNDP. Implementation capacities and tools reside with the respective ministries and agencies, in partnership with academia and CSOs where applicable. Hence, substantive engagements will be carried out with relevant stakeholders including ministries, academia, CSOs and local communities to tap on a broader coalition of experts and build ownership towards the implementation of the national social protection policy. By working with Governments and partners towards 'risk-informed' national, local and sectoral development planning processes, the project will help build the resilience of communities and nations. This includes identifying and addressing the interconnections among issues related to the environment, human rights, conflict, crises and vulnerability, where relevant. The recommendations, strategies and proposals from the national social protection policy are expected to be the foundation for follow up developmental interventions to ensure goals and targets under the social protection policies are successfully achieved, in addition to acting as a reference source for policymaking. This is in line with Universal Social Protection Agenda 2030 (USP2030) that call countries and international partners to support the global commitment to implement nationally

appropriate social protection systems and measures for all, including floors (SDG 1.3) by 2030, centred around the core principles of universal social protection.

Briefly describe in the space below how the project strengthens accountability to stakeholders

This project will be executed under the National Implementation Modality (NIM) with provision of support services by the UNDP Malaysia Country Office and will be governed by a National Steering Committee (NSC) chaired by the Director-General of Implementation Coordination Unit (ICU), Prime Minister's Department. The national counterpart and implementing partner will be ICU, PMD who will act as the national focal point for all project matters. A Project Management Unit (PMU) team will be established to manage and monitor the project's progress and to ensure that stakeholders who may be adversely affected by this project can communicate their concerns about the social and environmental performance of the project through various entry points, scaled appropriately to the nature of the activity and its potential risks and impacts. Potentially affected stakeholders will be informed about available platforms for submitting their concerns as part of the stakeholder engagement process. When necessary, UNDP will ensure that an effective Project-level grievance mechanism is established. The mandate and functions of a Project-level grievance mechanism could be executed by the NSC or through an Implementing Partner's existing grievance mechanisms or procedures for addressing stakeholder concerns. Where needed, UNDP and Implementing Partners will strengthen the Implementing Partners' capacities to address Project-related grievances. In addition, UNDP's Stakeholder Response Mechanism will be available to Project stakeholders as a supplemental means of redress for concerns that have not been resolved through standard Project management procedures.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks? <i>Note: Complete SESP Attachment 1 before responding to Question 2.</i>	QUESTION 3: What is the level of significance of the potential social and environmental risks? <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 5</i>			QUESTION 6: Describe the assessment and management measures for each risk rated Moderate, Substantial or High
Risk Description <i>(broken down by event, cause, impact)</i>	Impact and Likelihood (1-5)	Significance (Low, Moderate Substantial, High)	Comments (optional)	Description of assessment and management measures for risks rated as Moderate, Substantial or High
<p>Duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project</p>	<p>Impact = 3 Likelihood = 3</p>	<p>Moderate</p>	<p>The impact of ICU not having capacity to meet their obligations in the project will have moderate impact on economic, social or cultural well-being that can be mitigated with relatively uncomplicated measures such as UNDP providing the technical support and coordination in supporting ICU achieving the objective of this project. ICU have expressed the lack of capacity and expecting that this project would be able to address this. Therefore, moderately likely that they do not have the capacity to meet the obligation of this project.</p>	<p>A technical and support personnel will be hired to support implementing partners to fulfil their obligations for this project. A consultant with specific deliverables will be hired to undertake the assessment to achieve the objective of this project. A Programme Analyst who will be responsible in planning, managing and monitoring the deliverables of the project, ensuring sufficient resources available and closely update progress report to UNDP and NPD. A dedicated support personnel will be stationed at the implementing partner office who will be mainly responsible in coordinating consultations among the various stakeholders both at the federal and state level.</p>
<p>Lack of buy-in among key stakeholders within the social protection landscape which could result less substantive participation and consultations in</p>	<p>Impact = 2 3 Likelihood = 2</p>	<p>Moderate</p>	<p>The impact of lack of buy-in from key stakeholders will have moderate impact on economic, social or cultural well-being that can be mitigated and avoided with relatively</p>	<p>Develop a Stakeholder Engagement Plan and initiate early engagement among top management of identified key stakeholders to communicate the project's details including the impact and its benefit to the respective key stakeholders.</p>

the process of developing the national social protection policy			uncomplicated measures such as early engagement. Key stakeholders within the social landscape are involved in the design of this project and expressed support and alignment for this project, hence low likelihood of lack of buy-in.	
Political uncertainty that lead to change of government which may result change of priorities of the government. National social protection policy may not be approved by relevant high-level authorities in a timely manner; or it is not enforced even though it is approved due to change in priorities.	Impact = 3 Likelihood = 4	Moderate	Political uncertainty that lead to change on government's priorities will have moderate impact on economic, social or cultural well-being that can be mitigated by building on strong policy and business case for the relevant policymakers. However, given the current volatile political atmosphere, a change in government's administration is very likely.	A clear communication plan will be developed to communicate the project's alignment with the national priorities as in the 11MP and the 12MP. The communication plan will demonstrate the benefit of this project to the new government and its return on investment to the country in the long run. The project will build a strong policy and business case for the relevant policymakers to review and approve the resulting social protection policy. In addition, the project will also conduct a series of consultations for different target groups of stakeholders including policy and decision-makers.
Inadequate consultation with the targeted population (low-income, vulnerable, unemployed, PWD, the elderly, women etc) populations which the social protection plan aimed to support may lead to inequity in government approach to social protection	Impact = 3 Likelihood = 2	Moderate	Inadequate consultations with targeted consultation will have moderate impact to the economic, social or cultural well-being but can be avoided with relatively uncomplicated measures because the design of this project will ensure that inclusive and participatory consultative process and hence low likelihood of this risk to occur.	Develop appropriately-scaled Stakeholder Engagement Plans, with level and frequency of engagement reflecting the nature of the activity, magnitude of potential risks and adverse impacts, and concerns raised by affected communities
Limited avenues for inclusive decision-making with affected stakeholders in shaping the social protection policy.	Impact = 3 Likelihood = 2	Moderate	Limited avenue for inclusive decision-making with affected stakeholders will have moderate impact to the economic, social or cultural well-being but can be avoided with relatively uncomplicated measures because the	To ensure no one is left behind, the disadvantaged and vulnerable project stakeholders will have a voice in the formulation of the national social protection plan. A stakeholder analysis and engagement in a gender-responsive, culturally sensitive, non-discriminatory and inclusive manner will be conducted to identify potentially affected vulnerable and marginalized groups and providing them opportunities to participate.

			design of this project will ensure that inclusive and participatory consultative process and hence low likelihood of this risk to occur.	
QUESTION 4: What is the overall project risk categorization?				
<i>Low Risk</i>				
			<input type="checkbox"/>	
<i>Moderate Risk</i>				
			<input checked="" type="checkbox"/>	
<i>Substantial Risk</i>				
			<input type="checkbox"/>	
<i>High Risk</i>				
			<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are triggered? (check all that apply)				
Question only required for Moderate, Substantial and High Risk projects				
<u>Is assessment required? (check if "yes")</u>		X		Status? (completed, planned)
<i>if yes, indicate overall type and status</i>			X	Targeted assessment(s)- Gender Analysis
			<input type="checkbox"/>	ESIA (Environmental and Social Impact Assessment)
			<input type="checkbox"/>	SESA (Strategic Environmental and Social Assessment)
<u>Are management plans required? (check if "yes")</u>		X		
<i>if yes, indicate overall type</i>			X	Targeted management plans (e.g. Gender Action Plan,, Stakeholder Engagement Plan, Communicate Plan)
			<input type="checkbox"/>	ESMP (Environmental and Social Management Plan)

			which may include range of targeted plans)
		<input type="checkbox"/>	ESMF (Environmental and Social Management Framework)
Based on identified <u>risks</u>, which Principles/Project-level Standards triggered?		Comments (not required)	
Overarching Principle: Leave No One Behind			
Human Rights	X		
Gender Equality and Women's Empowerment	<input type="checkbox"/>		
Accountability	X		
1. Biodiversity Conservation and Sustainable Natural Resource Management	<input type="checkbox"/>		
2. Climate Change and Disaster Risks	<input type="checkbox"/>		
3. Community Health, Safety and Security	<input type="checkbox"/>		
4. Cultural Heritage	<input type="checkbox"/>		
5. Displacement and Resettlement	<input type="checkbox"/>		
6. Indigenous Peoples	<input type="checkbox"/>		
7. Labour and Working Conditions	<input type="checkbox"/>		
8. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>		

Final Sign Off

Final Screening at the design-stage is not complete until the following signatures are included

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks	
INSTRUCTIONS: The risk screening checklist will assist in answering Questions 2-6 of the Screening Template. Answers to the checklist questions help to (1) identify potential risks, (2) determine the overall risk categorization of the project, and (3) determine required level of assessment and management measures. Refer to the SES toolkit for further guidance on addressing screening questions.	
Overarching Principle: Leave No One Behind Human Rights	Answer (Yes/No)
P.1 Have local communities or individuals raised human rights concerns regarding the project (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
P.2 Is there a risk that duty-bearers (e.g. government agencies) do not have the capacity to meet their obligations in the project?	Yes
P.3 Is there a risk that rights-holders (e.g. project-affected persons) do not have the capacity to claim their rights?	No
<i>Would the project potentially involve or lead to:</i>	
P.4 adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
P.5 inequitable or discriminatory impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups, including persons with disabilities? ¹⁶	Yes
P.6 restrictions in availability, quality of and/or access to resources or basic services, in particular to marginalized individuals or groups, including persons with disabilities?	No
P.7 exacerbation of conflicts among and/or the risk of violence to project-affected communities and individuals?	No

¹⁶ Prohibited grounds of discrimination include race, ethnicity, sex, age, language, disability, sexual orientation, gender identity, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to “women and men” or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender and transsexual people.

Gender Equality and Women's Empowerment	
P.8 Have women's groups/leaders raised gender equality concerns regarding the project, (e.g. during the stakeholder engagement process, grievance processes, public statements)?	No
<i>Would the project potentially involve or lead to:</i>	
P.9 adverse impacts on gender equality and/or the situation of women and girls?	No
P.10 reproducing discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
P.11 limitations on women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
P.12 exacerbation of risks of gender-based violence? <i>For example, through the influx of workers to a community, changes in community and household power dynamics, increased exposure to unsafe public places and/or transport, etc.</i>	No
Sustainability and Resilience: Screening questions regarding risks associated with sustainability and resilience are encompassed by the Standard-specific questions below	
Accountability	
<i>Would the project potentially involve or lead to:</i>	
P.13 exclusion of any potentially affected stakeholders, in particular marginalized groups and excluded individuals (including persons with disabilities), from fully participating in decisions that may affect them?	Yes
P.14 grievances or objections from potentially affected stakeholders?	No
P.15 risks of retaliation or reprisals against stakeholders who express concerns or grievances, or who seek to participate in or to obtain information on the project?	No
Project-Level Standards	
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management	
<i>Would the project potentially involve or lead to:</i>	

1.1	adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
1.2	activities within or adjacent to critical habitats and/or environmentally sensitive areas, including (but not limited to) legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	risks to endangered species (e.g. reduction, encroachment on habitat)?	No
1.5	exacerbation of illegal wildlife trade?	No
1.6	introduction of invasive alien species?	No
1.7	adverse impacts on soils?	No
1.8	harvesting of natural forests, plantation development, or reforestation?	No
1.9	significant agricultural production?	No
1.10	animal husbandry or harvesting of fish populations or other aquatic species?	No
1.11	significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.12	handling or utilization of genetically modified organisms/living modified organisms? ¹⁷	No
1.13	utilization of genetic resources? (e.g. collection and/or harvesting, commercial development) ¹⁸	No
1.14	adverse transboundary or global environmental concerns?	No
Standard 2: Climate Change and Disaster Risks		
<i>Would the project potentially involve or lead to:</i>		
2.1	areas subject to hazards such as earthquakes, floods, landslides, severe winds, storm surges, tsunami or volcanic eruptions?	No

¹⁷ See the [Convention on Biological Diversity](#) and its [Cartagena Protocol on Biosafety](#).

¹⁸ See the [Convention on Biological Diversity](#) and its [Nagoya Protocol](#) on access and benefit sharing from use of genetic resources.

2.2	outputs and outcomes sensitive or vulnerable to potential impacts of climate change or disasters? <i>For example, through increased precipitation, drought, temperature, salinity, extreme events, earthquakes</i>	No
2.3	increases in vulnerability to climate change impacts or disaster risks now or in the future (also known as maladaptive or negative coping practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
2.4	increases of greenhouse gas emissions, black carbon emissions or other drivers of climate change?	No
Standard 3: Community Health, Safety and Security		
<i>Would the project potentially involve or lead to:</i>		
3.1	construction and/or infrastructure development (e.g. roads, buildings, dams)? (Note: the GEF does not finance projects that would involve the construction or rehabilitation of large or complex dams)	No
3.2	air pollution, noise, vibration, traffic, injuries, physical hazards, poor surface water quality due to runoff, erosion, sanitation?	No
3.3	harm or losses due to failure of structural elements of the project (e.g. collapse of buildings or infrastructure)?	No
3.4	risks of water-borne or other vector-borne diseases (e.g. temporary breeding habitats), communicable and non-communicable diseases, nutritional disorders, mental health?	No
3.5	transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.6	adverse impacts on ecosystems and ecosystem services relevant to communities' health (e.g. food, surface water purification, natural buffers from flooding)?	No
3.7	influx of project workers to project areas?	No
3.8	engagement of security personnel to protect facilities and property or to support project activities?	No
Standard 4: Cultural Heritage		
<i>Would the project potentially involve or lead to:</i>		
4.1	activities adjacent to or within a Cultural Heritage site?	No
4.2	significant excavations, demolitions, movement of earth, flooding or other environmental changes?	No

4.3	adverse impacts to sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.4	alterations to landscapes and natural features with cultural significance?	No
4.5	utilization of tangible and/or intangible forms (e.g. practices, traditional knowledge) of Cultural Heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
<i>Would the project potentially involve or lead to:</i>		
5.1	temporary or permanent and full or partial physical displacement (including people without legally recognizable claims to land)?	No
5.2	economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	risk of forced evictions? ¹⁹	
5.4	impacts on or changes to land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
<i>Would the project potentially involve or lead to:</i>		
6.1	areas where indigenous peoples are present (including project area of influence)?	No
6.2	activities located on lands and territories claimed by indigenous peoples?	No
6.3	impacts (positive or negative) to the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No

¹⁹ Forced eviction is defined here as the permanent or temporary removal against their will of individuals, families or communities from the homes and/or land which they occupy, without the provision of, and access to, appropriate forms of legal or other protection. Forced evictions constitute gross violations of a range of internationally recognized human rights.

<i>If the answer to screening question 6.3 is “yes”, then the potential risk impacts are considered significant and the project would be categorized as either Substantial Risk or High Risk</i>		
6.4	the absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 5 above</i>	No
6.7	adverse impacts on the development priorities of indigenous peoples as defined by them?	No
6.8	risks to the physical and cultural survival of indigenous peoples?	No
6.9	impacts on the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices? <i>Consider, and where appropriate ensure, consistency with the answers under Standard 4 above.</i>	No
Standard 7: Labour and Working Conditions		
<i>Would the project potentially involve or lead to: (note: applies to project and contractor workers)</i>		
7.1	working conditions that do not meet national labour laws and international commitments?	No
7.2	working conditions that may deny freedom of association and collective bargaining?	No
7.3	use of child labour?	No
7.4	use of forced labour?	No
7.5	discriminatory working conditions and/or lack of equal opportunity?	No
7.6	occupational health and safety risks due to physical, chemical, biological and psychosocial hazards (including violence and harassment) throughout the project life-cycle?	No
Standard 8: Pollution Prevention and Resource Efficiency		
<i>Would the project potentially involve or lead to:</i>		
8.1	the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No

8.2	the generation of waste (both hazardous and non-hazardous)?	No
8.3	the manufacture, trade, release, and/or use of hazardous materials and/or chemicals?	No
8.4	the use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Montreal Protocol, Minamata Convention, Basel Convention, Rotterdam Convention, Stockholm Convention</i>	No
8.5	the application of pesticides that may have a negative effect on the environment or human health?	No
8.6	significant consumption of raw materials, energy, and/or water?	No

Annex-3: Risk Analysis and Mitigation

No	Description	Risk Category	Impact & Likelihood = Risk Level	Risk Treatment / Management Measures	Risk Owners
1	Lack of buy-in among key stakeholders within the social protection landscape which could result lack of substantive participation and consultations in the process of developing the national DPSN	Operational	Likelihood = 3 (medium) Impact = 3 (medium)	Early engagement among top management of identified key stakeholders to communicate the project's details including the impact and its benefit to the respective key stakeholders.	ICU & Programme Analyst
2	Lack of Human resources of implementing partner to coordinate and execute the project which would affect the timely completion of the project	Strategic	Likelihood = 1 (less likely) Impact = 2 (negligible)	There will be two personnel hired to support the timely implementation and coordination of this project. Firstly, a Programme Analyst who will be responsible in planning, managing and monitoring the deliverables of the project, ensuring sufficient resources available and closely update progress report to UNDP and NPD. Secondly, a dedicated project coordinator will be stationed at the implementing partner office who will be mainly responsible in coordinating consultations among the various stakeholders both at the federal and state level.	ICU & UNDP
3	National Social Protection Policy DPSN may not be approved by relevant high-level authorities in a timely manner; or it is not enforced even though it is approved.	Political Strategic	Likelihood = 2 (less likely) Impact = 3 (medium)	The project includes a comprehensive study on the current Social Protection landscape in Malaysia to build a strong policy and business case for the relevant policymakers to review and approve the resulting DPSN. In addition, the project will also conduct a series of consultations for different target groups of stakeholders including policy and decision-makers.	ICU & Programme Analyst
4	Political uncertainty that lead to change of government which may	Political Strategic	Likelihood = 3 (medium)	A clear communication plan to the new minister that the project is aligned with the national priorities through 11MP and the upcoming 12MP.	ICU & Programme Analyst

	result change of priorities of the government		Impact = 2 (negligible)	The communication plan will demonstrate the benefit of this project and its return on investment to the country in the long run.	
5	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.	ICU & Programme Analyst
6	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 be soon 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.	ICU & Programme Analyst

Annex-4: Capacity Assessment

Capacity Assessment: Results of capacity assessments of Implementing Partner (including HACT Micro Assessment) - to be completed in May 2022

Annex-5: Project Board Terms of Reference and TORs of Key Management Positions

Terms of Reference – Project Steering Committee (PSC)

The Project Steering Committee (PSC) will provide strategic guidance and direction to the Project Management Unit (PMU) on the project implementation. The PSC will be chaired by Director General of ICU, PMD or his/her alternate.

ICU will act as the Secretariat to the PSC. Members of the PSC will consist of representatives from ICU, the relevant Ministries, State Governments, UNDP, CSO/NGO 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 after the receipt of each project deliverable or at least once 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.

Chair: Director-General, Implementation Coordination Unit, Prime Minister's Department

Members:

1. Deputy Director General, Implementation Coordination Unit, Prime Minister's Department;
2. Director, *Bahagian Kesejahteraan Rakyat*, Implementing Coordination Unit, Prime Minister's Department;
3. United Nations Development Programme (UNDP);
4. Representative from Economic Planning Unit, Prime Minister's Department;
5. Representative from Ministry of Women, Family and Community Development;
6. Representative from Department of Statistic Malaysia;
7. Representative from Ministry of Human Resource;
8. Representative from Ministry of Finance;
9. Representative from relevant State's Government Agency

Note: Other ministries/agencies will be members by invitation

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 the Deputy Director General of ICU. The members of the TWC will consist of representatives from Government (Federal and State), UNDP Malaysia, NGOs/CSOs, the private sector (by invitation) and as well as other relevant technical stakeholders to be determined by the PSC.

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.

Chair:– Deputy Director General, Implementing Coordination Unit, Prime Minister’s Department

Members:

1. Representative(s) from United Nations Development Programme (UNDP)
 - a. Senior Development Economist
 - b. Gender Focal Point
2. Department of Statistic Malaysia (DOSM)
3. Representative from Ministry of Finance (MOF)
4. Representative from Economic Planning Unit (EPU)
5. Representative from Ministry of Women, Family and Community Development (KPWKM)
6. Representative from Employee Provident Fund
7. Representative from Ministry of Human Resource
8. Representative from Social Security Organisation
9. Representative from Malaysian Administrative Modernisation and Management Planning Unit (MAMPU)
10. Representative from Ministry of Education
11. Representative from Ministry of Higher Education
12. Representative from Ministry of Rural Development
13. Representative from National Registration Department
14. Representative from Ministry of Health
15. Representative from Ministry of Finance (MOF) State
16. Representative from Economic Planning Unit (EPU) State
17. Representative from Ministry of Women, Family and Community Development (KPWKM) State
18. Local Government(s)
19. Research Team, Think Tanks
20. Relevant NGO(s) and CSO(s)
21. UN Agencies

Note: Other ministries/agencies will be members by invitation

Terms of Reference – National Project Director

The National Project Director is the Director of Bahagian Kesejahteraan Rakyat of ICU, PMD. The main responsibility of the National Project Director is to coordinate project activities among the main parties to the project i.e. Government coordinating authority, the consultant and UNDP.

Specifically, the National Project Director works in close collaboration with UNDP where the responsibilities include:

- Ensure that the project documents and project revision requiring Government approval are processed through the Government coordinating authority, in accordance with established procedures;
- Finalize work plans based on the inputs from the project team
- Mobilize institutional mechanisms for smooth progress of project;
- Provide formal project/deliverable sign off and acceptance upon verification of the project outputs;
- Review project status reports; and
- Provide direction, advice and guidance on project related issues; and to the project team.

The National Project Director will be supported by the Programme Analyst and Project Coordinator who will primarily focused on the day-to-day matters of the project, both on the substantive and operational aspects of the project.

Terms of Reference – Programme Analyst

The Programme Analyst's role is to manage and coordinate the implementation of various project activities in ensuring quality and timeliness of activities and delivery of outputs. He/she will be based at UNDP with occasional presence at ICU, PMD.

The specific tasks of the Programme Analyst are:

- Under the advice of the National Project Director, he/she shall provide direction for the project based on the project document(s) and decisions made by the TWC and PSC;
- Manage and coordinate the implementation of the project activities to ensure the maintenance of the quality, timeliness, and delivery of the outputs;
- Liaise and work closely with the project's partners and beneficiaries;
- Reports regularly to the PSC, TWC and National Project Director on the project progress;
- Maintain close contact with designated focal points from stakeholders, indicating any estimated changes to the work plan, and proposing a budget revision when appropriate;
- Ensure that the requisite allocations are available in accordance with the agreed budget and established schedules of payment, if any, in consultation with the National Project Director;
- Coordinate and facilitate the work of multiple teams engaged in implementing the project activities;
- Work closely with key stakeholders in the drafting and preparation of relevant Terms of Reference for local consultants;
- Under the advice of UNDP Programme Analyst, liaise with the relevant focal points in UNDP office to monitor the project funds and resources by preparing progress and financial reports of the project whenever required; and
- Prepare and establish a monitoring plan and comply with Monitoring and Evaluation guidance
- Prepare Mid-Year Progress Report (MYPR) and Annual Year Progress Report (AYPR) and other relevant documents as needed for the project document.

Terms of Reference – Project Coordinator

The Project Coordinator's role is to coordinate the stakeholder engagement in ensuring quality and timeliness of activities and delivery of outputs. He/she will be based at ICU, PMD.

The specific tasks of the Project Coordinator are:

- Under the advice of UNDP Programme Analyst and/or ICU's NPD to provide coordination support that have direct relevance to the project.
- Planning and organization of consultations/conference/seminar/workshop;
- Liaison person for logistic support;
- Prepare progress reports, meeting minutes, conference/seminar/workshop reports and maintain documentation and records;
- Support consultants in liaising with government agencies to gather data/information and inputs for relevant and timely research to guide the delivery of outputs/reports;
- Synthesize and document lessons learnt and best practices and support the development of knowledge products;
- Provide administrative and logistic support for consultants and PMU;
- Under the advice of UNDP Programme Analyst, liaise with the relevant focal points in UNDP office to support in preparing progress and financial reports of the project whenever required; and
- Any other duties assigned by UNDP Programme Analyst and/or ICU's NPD that have direct relevance to the project.