

*Empowered lives.  
Resilient nations.*

**Country Programme Action Plan**  
**Between**  
**The Government of Malaysia**  
**and**  
**The United Nations Development Programme**  
**2016 to 2020**

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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>ADR</b>	Assessment of Development Results
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>AWP</b>	Annual Work Plan
<b>CPD</b>	Country Programme Document
<b>CPAP</b>	Country Programme Action Plan
<b>CSOs</b>	Civil Society Organizations
<b>EPU</b>	Economic Planning Unit
<b>FACE</b>	Fund Authorization and Certificate of Expenditures
<b>GEF</b>	Global Environment Facility
<b>GMS</b>	General Management Support
<b>IGO</b>	International Governmental Organization
<b>MDGs</b>	Millennium Development Goals
<b>M&amp;E</b>	Monitoring and Evaluation
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>SME</b>	Small and Medium Enterprises
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UNDG</b>	United Nations Development Group
<b>11MP</b>	11 <sup>th</sup> Malaysia Plan: 2016-2020

## The Framework

The Government of Malaysia and the UNDP-Malaysia are in mutual agreement with regard to the content of this document and their responsibilities in the implementation of the Country Programme Action Plan (CPAP).

Furthering their mutual agreement and cooperation for the realization of UN Resolution A/RES/70/1 – *Transforming Our World: The 2030 Agenda for Sustainable Development*, adopted on 25<sup>th</sup> September 2015, as well as related United Nations Conventions and Summit Outcomes to which the Government of Malaysia and UNDP are committed, including: *Convention on the Elimination of all Forms of Discrimination against Women, United Nations Framework Convention on Climate Change; United Nations Convention on Biological Diversity, United Nations Convention to Combat Desertification, Montreal Protocol on Substances that Deplete the Ozone Layer, Association of Southeast Asian Nations (ASEAN) Agreement on Transboundary Haze Pollution* and other applicable United Nations conventions to which Malaysia is a party;

Building upon the experience gained and progress made during the implementation of the previous CPAP (2013 to 2015) and lessons derived from the independent *Assessment of Development Result Report - Malaysia: Evaluation of UNDP Contributions<sup>1</sup> (ADR)*;

Considering the feedback and written inputs from consultations with relevant national stakeholders held on 12 February 2015, federal ministries and agencies on 25 August 2015 and UNDP Executive Board on 2 September 2015;

Prioritizing the development outcomes, key focus areas and strategies outlined in the 11<sup>th</sup> Malaysia Plan: 2016-2020 and corresponding strategic thrusts and game-changers, approved by Parliament of Malaysia in June 2015;

Entering into a new period of cooperation (2016 to 2020),

Declaring that these responsibilities will be fulfilled in a spirit of close cooperation and having agreed as follows:

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<sup>1</sup> The Assessment of Development Results- Malaysia: Evaluation of UNDP Contributions report for the period of 2008- was developed by the *UNDP Independent Evaluation Office* in close consultation with the Economic Planning Unit and incorporates assessments based on feedback and inputs from relevant Ministries, agencies and national and local level stakeholders in Peninsular Malaysia, Sabah and Sarawak over the course of 2014-2015.

## **Part I. Basis of Relationship**

- 1.1 WHEREAS the Government of Malaysia (hereinafter referred to as "the Government") and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country via the Standard Basic Assistance Agreement (SBAA), which was signed by both parties on 12 September 2012.
- 1.2 Based on Article I, paragraph 2 of the SBAA, attached to and forming part of this CPAP, UNDP's assistance shall be made available to the Government and shall be furnished and received in accordance with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP.
- 1.3 Decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules, and along with them the new definitions of 'execution' and 'implementation', enabling UNDP to fully implement the new Common Country Programming Procedures resulting from the UNDG simplification and harmonization initiative. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP.

## Part II. Situation Analysis

- 2.1 Malaysia, an upper-middle-income South-East Asian country with a population of 30 million,<sup>2</sup> is ranked 62 out of 187 countries on the human development index (HDI) 2013. Its HDI score of 0.773 is above the global average of 0.735 for high human development countries and above the regional average of 0.703 for East Asia and the Pacific.<sup>3</sup> However, Malaysia's HDI score at an aggregate level is not reflective of the achievement of HDI in four states that have lower HDI than the global and regional average and necessitating further priority in the national inclusive growth agenda.
- 2.2 *Millennium Development Goals (MDGs) 2015*. Malaysia allocates up to 30% of its five-year national plan budgets to the social sector,<sup>4</sup> demonstrating its strong commitment to human development. The country has met almost all of the MDG targets at the aggregate level and actively supports MDG 8 on the global partnership for development, with over 80 national institutions providing capacity-building programmes to policy makers from 140 countries and policy advisory missions in over a dozen developing countries .<sup>5</sup>
- 2.3 *Sustainable Development Goals (SDGs) 2030*. The 11<sup>th</sup> Malaysia Plan is consistent with the country's commitments to the SDGs, notably, the commitment to enable all citizens – regardless of gender, ethnicity, socio-economic level, and geographic location – to participate in and benefit from the country's prosperity; addressing the standard of living and quality of life; green growth strategies that are resource-efficient, clean, and resilient; conservation and management of natural resources; strengthening social cohesion to promote peaceful and inclusive societies for sustainable development and build effective, accountable and inclusive institutions at all levels<sup>6</sup>.
- 2.4 *Economic outlook 2016-2020*. Gross domestic product (GDP) growth averaged 4.7% from 2000 to 2014 and is expected to expand at 5% annually from 2015 to

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<sup>2</sup> Department of Statistics Malaysia, *Overview*. Accessed on 29 May 2015. <http://www.statistics.gov.my>.

<sup>3</sup> UNDP. 2014. *Human Development Report 2014: Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience*. New York: UNDP.

<sup>4</sup> United Nations country team-Malaysia and Government of Malaysia. 2011. *Malaysia: Millennium Development Goals at 2010*, Kuala Lumpur: United Nations country team.

<sup>5</sup> \_\_\_\_\_ . 2015. *Draft Malaysia MDG Report 2015*. Kuala Lumpur: United Nations country team – unpublished as of preparation of Country Programme Action Plan.

<sup>6</sup> Government of Malaysia, 11<sup>th</sup> Malaysia Plan: 2016-2020. Accessed on 7 November 2015. <http://rmk11.epu.gov.my/book/eng/Elevent-Malaysia-Plan/RMKe-11%20Book.pdf>

2020,<sup>7</sup> driven by resilient domestic demand amid moderate exports. Malaysia has narrowed its fiscal deficit to 3.5% and has set a target of a balanced budget by 2020, with inflation capped at 3%.<sup>8</sup> Fiscal priorities moving forward include managing the downside risk arising from declining and fluctuating global crude oil prices, which funds up to 21.5% of total government revenue, and more than \$11 billion for development-oriented subsidies and social protection programmes.

- 2.5 *Inequalities, social mobility and resilience.* Malaysia has notably achieved the MDG 1 goal of halving poverty, from 17% in 1990 to less than 1% in 2015; it has also reduced its national rural-urban poverty gap from 14% in 1990 to 2.4% in 2012<sup>9</sup> and has a low unemployment rate of 2.9%.<sup>10</sup> However, in spite of a 188% increase in gross national income per capita (2011 purchasing power parity) over the last three decades to \$21,824,<sup>11</sup> the Gini coefficient has declined only 15% from 0.51 in 1970 to 0.401 in 2014<sup>12</sup> and has not substantially improved over the last two decades.
- 2.6 The median household income of RM4,585<sup>13</sup> and the relatively small middle class of 20% of total households underscore the insufficiency of social mobility and redistribution of wealth. Insufficient household savings and disposable income place significant demands on the Government's development-oriented subsidy regimes and socioeconomic programmes targeted for the bottom 40% of the income decile (B40).<sup>14</sup> In light of global economic uncertainty, the fiscal rationalization and consolidation of the various social protection programmes are critical to mitigate the adverse impacts of the rising cost of living.<sup>15</sup>
- 2.7 To advance the inclusive growth agenda, the 11<sup>th</sup> Malaysia Plan prioritizes to reduce the Gini coefficient from 0.401 in 2014 to 0.385 by 2020, increase mean monthly household income from RM2,537 in 2014 to RM 5,270 in 2020 and increase median monthly household from RM2,629 in 2014 to RM 5,701 in 2020.

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<sup>7</sup> Economic Planning Unit. *Economic Snapshot*. Accessed on 29 May 2015. <http://www.epu.gov.my>.

<sup>8</sup> Central Bank of Malaysia. *Key Figures at a Glance*. Accessed on 29 May 2015. <http://www.bnm.gov.my>.

<sup>9</sup> United Nations country team and Government of Malaysia. 2015. *Ibid*, p. 10.

<sup>10</sup> Central Bank of Malaysia. *Key Figures at a Glance*. Accessed on 29 May 2015. <http://www.bnm.gov.my>

<sup>11</sup> The Government, however, utilizes the measure of GNI per capita (Atlas method), of \$10,426 in 2014 and aims to attain \$15,000 by 2020. Accessed on 29 May 2015. <http://www.treasury.gov.my>.

<sup>12</sup> Economic Planning Unit. *11th Malaysia Plan*. Accessed on 29 May 2015. <http://www.epu.gov.my>

<sup>13</sup> Equivalent of USD 1,288.

<sup>14</sup> UNDP country office-Malaysia (UNDP Malaysia). 2014. *Malaysia Human Development Report: Redesigning An Inclusive Future*. Kuala Lumpur: UNDP Malaysia.

<sup>15</sup> The development-oriented subsidies encompass transportation, energy, education, health and essential goods. They also include unconditional cash transfer programmes to more than seven million beneficiaries in 2015. Accessed on 29 May 2015. <http://bantuanrakyat1malaysia.com/about/>.

Uplifting the quality of life of B40 households will be a game changer for Malaysia as upskilling and providing job opportunities to the 2.7 million B40 households, will significantly increase the nation's skilled workforce and reduce inequalities.

- 2.8 *Rapid urban growth and population dynamics.* Rapid development growth has resulted in economic and spatial restructuring, manifested in the transition from a semi-mature manufacturing industry to a burgeoning services industry, which has grown from 46.8% of GDP in 2005 to 55.3% in 2014.<sup>16</sup> Urbanization is projected at an average rate of 0.8% from 2015 to 2020, with 78% of the population living in urban settings by 2020.<sup>17</sup>
- 2.9 *Spatial disparities and group vulnerabilities.* While rapid economic growth has spatially reconfigured urban agglomerations and improved the standard of living and overall well-being, development attainments are uneven across subnational levels. In 2014, five of the 13 states contributed to 75% of economic growth and four states averaged half the national GDP per capita.<sup>18</sup> Across a range of socioeconomic indicators, spatial disparities prevail, most notably in East Malaysia, which trails the rural regions on Peninsular Malaysia. Notably, indigenous communities in East Malaysia and Orang Asli communities in Peninsular Malaysia have higher poverty incidences and multidimensional vulnerabilities than the national averages.<sup>19</sup>
- 2.10 *Gender inequalities and women's empowerment.* Malaysia is ranked at 91 out of 146 countries on the 2013 gender development index with a score of 0.935.<sup>20</sup> Despite the strong commitment of gender equality programmes since 1989 and women's enrolment at 60 % in tertiary education,<sup>21</sup> women's economic participation is relatively lower than men and wage disparities persists, especially within professional occupations<sup>22</sup> – along with their limited command of economic resources and their underrepresentation in decision-making bodies in Parliament and state legislative assemblies<sup>23</sup> (attributable to the complex interplay of cultural

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<sup>16</sup> UNDP Malaysia. 2014. Ibid, p. 170.

<sup>17</sup> UNDP Malaysia. 2014. Ibid, p. 278.

<sup>18</sup> Department of Statistics, *GDP by State (2008-2013)*. Accessed on 29 May 2015. <http://www.statistics.gov.my>.

<sup>19</sup> The incidence of poverty rate in 2014 for Sabah (8.1 %), Sarawak (2.7 %) and among Orang Asli (25 %) as cited in United Nations country team and Government of Malaysia. 2015. Ibid, p. 10.

<sup>20</sup> UNDP. 2014. Ibid, p. 177.

<sup>21</sup> United Nations country team and Government of Malaysia. 2015. Ibid, p. 65.

<sup>22</sup> Female labour force participation is at 53.6 % in contrast to 81 % for men. The female per male earnings ratio for all occupations is 0.69 at the 10th percentile, compared to 0.86 at the median and at the 90th percentile, suggesting that the ability of upward mobility to actually narrow the earnings gap is limited. UNDP Malaysia. 2014. Ibid, p. 163.

<sup>23</sup> Representation in Parliament and state legislative assemblies is at 10 and 11 %, respectively, and 16 % for boardroom positions in public company boards. United Nations country team and Government of Malaysia. 2015. Ibid, p. 73.



and socioeconomic factors constraining women's empowerment and exacerbating gender inequalities<sup>24</sup>)— need to be addressed holistically. In addition, single parent headed households in urban areas, including single mothers with children, have higher levels of socioeconomic vulnerabilities.<sup>25</sup>

**2.11 *Contestations of environmental sustainability and decentralized economic growth.***

Malaysia is currently on track to meet its voluntary commitment to reduce its carbon emissions intensity and holds aspirations to be a leader in the new global economy by increasing economic value, new green industries and jobs. Further to the approval of the Malaysian Cabinet on 27 November 2015, the Government of Malaysia has submitted its *Intended Nationally Determined Contribution (INDC)*, which outlines Malaysia's pledge to voluntarily reduce its carbon emissions' intensity of the country's GDP by 45% by 2030 as compared to 2005 levels. 35% of this would be unconditional and 10% conditional subject to financial assistance, technology transfer and capacity building by the developed nations. However, the country's present economic growth and development pathway faces competing pressures in meeting its development and sustainability objectives, seen clearly through its increasing ecological footprint, rapid depletion of natural resources (particularly the loss of biodiversity and ecosystem resilience), negative environmental impacts and growing exposure to recurrent localized disasters (for example, floods, landslides, and droughts) and higher costs of disaster recovery and rebuilding. Rapid urbanization increasingly exacerbates these pressures.

**2.12** To a certain extent, there has been limited and ad hoc progress in some sectors, in embedding sustainability objectives and strategies into state and local level economic and environmental development plans, reflecting the continuing challenges of federal-state jurisdiction over land matters, management of natural resources and spatial development versus state-led economic development aspirations.<sup>26</sup> In view of the challenges, the 11<sup>th</sup> Malaysia Plan 11th Malaysia Plan has identified green growth as a game changer in Malaysia's quest to achieve sustainability and resilience. The selected outcomes towards pursuing green growth includes increased in renewable energy installed capacity, formulation of a comprehensive demand side management masterplan and an enlarged share of green procurement practices in the public sector.

**2.13 *Emergence of Non-State Development Actors.*** In recent years, civil society organizations, think-tanks and the private sector have emerged as active non-state

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<sup>24</sup> Ministry of Women, Family and Community Development. 2014. "Study to support the development of national policies and programmes to increase and retain the participation of women in the Malaysian labour force: Key findings and recommendations" Kuala Lumpur: Ministry of Women, Family and Community Development.

<sup>25</sup> Ministry of Women, Family and Community Development. 2014. Ibid. P 25.

<sup>26</sup> United Nations country team and Government of Malaysia. 2015. Ibid. p. 175.

development actors in development policy research, analysis and discourse, as well as in self-financing and in implementing community development programmes. However, strategic collaborative engagements with the Government have been limited, ad hoc and unable to fully leverage the full potential that exists to supplement and accelerate the national development agenda.<sup>27</sup>

2.14 *Reform of the Public Sector – Efficiency and Accountability:* In response to the demands from the public for improvements in the accountability, transparency, efficiency and effectiveness of services and building upon the successes derived from the Government Transformation Programme and the Public Sector Transformation Programme, specific strategies have been outlined in the 11<sup>th</sup> Malaysia Plan towards increasing accountability with greater focus on transparency and outcomes. Focus will be placed on shifting towards more participatory governance by citizens, including better understanding of citizen preferences and engaging citizens more as partners in service design and delivery. Bureaucratic procedures that hamper the facilitation of service delivery will be simplified, data fully leveraged, redundancies reduced, and accountability increased.

2.15 The Government also seeks to move beyond primarily playing the role of a service provider, to enhancing its role as a service facilitator and expand partnerships with the private sector and local communities to improve the delivery of services. The Government also aims to shift away from the traditional approach of agency-based service delivery towards a whole-of-government approach, based on services and information that adopt a citizen centered approach. Learning from global best practices and lessons from successful public service reform initiatives from other relevant countries will be critical to ensuring that the approach undertaken are inclusive, risk informed and sustainable.

2.16 *International Development actors in Malaysia:* the proposed *United Nations Strategic Partnership Framework: 2016-2020* (UNSPF) is expected to form the agreed guiding framework for coordinated United Nations system support to national development priorities outlined in the 11<sup>th</sup> Malaysia Plan and national action to operationalise Malaysia's international commitments to the SDGs. Given the country's upper middle-income status, the presence of international development partners is minimal, with the exception of a small number of countries that have long-standing bilateral technical partnerships with the Government.

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<sup>27</sup> Outlined as "Public-private and non-governmental organisation partnership -- resource sharing and collaboration", in the *Six Principles of People-Oriented Civil Service*. Prime Minister's Office. *News Highlights*. Accessed on 29 May 2015. <http://www.pmo.gov.my>.

### **Part III. Past Cooperation and Lessons Learned**

- 3.1 *Strategic support to national development priorities.* The *Assessment of Development Results 2008-2014 Report (ADR)*, concluded that UNDP has been a dependable, trusted and responsive development partner and has supported the acceleration of development results in selected sectors through its upstream policy advisory oriented programme portfolio. UNDP is viewed by its stakeholders as a thought leader on inclusive growth, human development and equity issues and its interventions on the environment, energy and climate change have contributed to better governance and conservation of the country's natural capital.
- 3.2 UNDP support to the development of policies and regulatory frameworks, institutional capacity building, and alternative livelihoods programmes at the community level have influenced national strategies for the reduction of poverty and social exclusion; and its engagement of local industries, particularly in the energy sector, has enabled the private sector to contribute positively to the country's sustainable energy development goals. UNDP is also widely acknowledged by its government stakeholders for its technical support and inputs in the development of the 11<sup>th</sup> Malaysia Plan.
- 3.3 The ADR, however, noted that while UNDP made specific contributions to gender equality and women's socioeconomic and political empowerment (addressing issues such as women in the labour force, empowering single mothers and increasing the participation of women in decision-making positions), the agenda has not been adequately mainstreamed across the programme portfolio and would benefit from an internal institutional gender strategy and sector-wide, gender-disaggregated data and analysis across Ministries and agencies.
- 3.4 The ADR also noted that although a dedicated outcome in the previous two country programmes focused on South-South cooperation, the results achieved have been limited to capacity building and knowledge sharing –such as strengthening the institutional capacities of national training institutions to develop and implement thematic capacity-building programmes targeted at developing countries; building platforms to enable global sharing of knowledge; and facilitating bilateral technical cooperation – rather than at a strategic level, which would contribute to significantly positioning Malaysia within the larger global and regional partnership for development.

### **Part IV. Proposed Programme**

#### **Programming in an Upper Middle Income Country transitioning to Net Contributor Country Status**

- 4.1 The CPAP has been developed through a consultative process and is based on lessons derived from the independent *Assessment of Development Result Reports: 2008-2014*<sup>28</sup>; feedback and written inputs from consultations with relevant national stakeholders held on 12 February 2015; consultations from federal ministries and agencies on 25 August 2015; UNDP's Country Programme Document (CPD) approved by its Executive Board on 2 September 2015; and *Expressions of Interests* of areas of joint collaborations with UNDP Malaysia in support of the implementation of the 11<sup>th</sup> Malaysia Plan (11MP) submitted by federal ministries and agencies, as of 31<sup>st</sup> December 2015.
- 4.2 As agreed with the Government and in close consultation with the Economic Planning Unit in the Prime Minister's Department (EPU), the CPAP is fully aligned with the 11<sup>th</sup> Malaysia Plan. It prioritizes the development outcomes, key focus areas and strategies outlined in the 11<sup>th</sup> Malaysia Plan and corresponding strategic thrusts and game-changers, approved by Parliament of Malaysia in June 2015.
- 4.3 Based on Malaysia's trajectory of projected GNI per capita towards 2020, it is anticipated that Malaysia will exceed the \$12,195 threshold of an upper middle income category, as established by the UNDP Executive Board, by 2018. A two-year grace period will be applicable before designation as a country in *Net Contributor Country* (NCC) status. As such, Malaysia likely will enter transitional NCC status by 2019 and be classified as a *Net Contributor Country* by the end of 2020.
- 4.4 A review to assess the nature of future programmatic support will be undertaken in early 2019, especially if the progress of the country indicates NCC status is imminent. This would provide sufficient time to conduct the necessary negotiations with the Government of Malaysia to ensure continued integrity of UNDP's programmatic, coordination, and management mandates.
- 4.5 As a lead up to the transitional NCC status by 2019 and in line with the UNDP Executive Board decision DP/2013/45 on funding of differentiated physical presence and decision DP/2013/30 for countries transitioning to a *Net Contributing Country* status for the first time, a broad alignment between UNDP's physical presence and programmatic presence will be applicable beginning 2016. In this regard, annual UNDP corporate allocations (TRAC) allocations for programme related activities will be up to USD150,000 per year, from 2016-2020, not including the carryforward TRAC from the 2013-2015 programme cycle, estimated at USD 250,000. This amount excludes financing sourced from UN

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<sup>28</sup> The Assessment of Development Results: 2008-2014 report was developed by the *UNDP Independent Evaluation Office* in close consultation with the EPU and incorporates assessments based on feedback and inputs from relevant Ministries, agencies and national and local level stakeholders in Peninsular Malaysia, Sabah and Sarawak over the course of 2014-2015.

thematic trust funds, third party cost-sharing from UN agencies, bi-lateral or multilateral agencies or other funding sources agreed with the Government.

- 4.6 In addition, in line with decisions DP/2013/45 and DP/2013/30, , core institutional budgetary resources would be used to fund UNDP's physical presence as follows:
- UNDP will continue to fully fund the Resident Coordinator/ Resident Representative post in order to carry out key leadership and coordination functions. This would result in the same core resources-funded minimum physical presence in place for NCCs;
  - UNDP would continue to partially fund critical, cross-cutting functions and activities that underpin the integrity of UNDP's programmatic, coordination and management mandates. Resources to fund the requisite capacities would be funded in part (25%) from UNDP core resources, with the balance of 75% to be funded from Government Contribution to Local Office Costs (GLOC)<sup>29</sup>.
  - All other costs associated with UNDP's physical presence (including staffing) would need to be met from government contributions and cost-recovery income (GMS fees charged to non-core funded programmes plus fees related to the provision of services). The GMS rates charged to non-core funds are outlined in Annex B.

### **Programme Framework and Key Areas of Support**

- 4.7 *Development priorities towards 2020* Malaysia's development priorities, outlined in the 11th Malaysia Plan, seeks to enable the transition towards a high-income, inclusive and sustainable economy, as envisioned in its Vision 2020.<sup>30</sup> The six key priority 'thrusts' are: (a) enhancing inclusiveness towards an equitable society; (b) improving well-being for all; (c) Accelerating human capital development for an advanced nation; (d) pursuing green growth for sustainability and resilience; (e) strengthening infrastructure to support economic expansion; and (f) re-engineering economic growth for greater prosperity.
- 4.8 *Theory of change.* The design of the CPAP builds on the extensive research and analysis around a transformative agenda undertaken during the preparation of the 11th Malaysia Plan. It is premised on the understanding that the development pathway, as envisioned by the Government and its citizens, demands UNDP focus on deepening multi-dimensional analysis and evidence-based policy making; enabling the public service to strengthen its effectiveness and accountability in designing, financing, implementing and monitoring socioeconomic, environmental and spatial transformation programmes; enhancing the voice and participation of

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<sup>29</sup> The GLOC mechanism calls for MICs with high levels of GNI per capita to contribute 75% of local office costs to cover both staff costs and general operating expenses, after in-kind contributions are taken into account.

<sup>30</sup> Economic Planning Unit, *Planning Horizon*, Accessed on 29 May 2015. <http://www.epu.gov.my>.

the citizens in co-owning and designing the development agenda; and increasing the role and space for innovative, strategic engagement with non-state development actors to support the acceleration of the pace of development at the subnational levels and among vulnerable communities. UNDP will apply these essential approaches across results areas aligned to nationally identified game changers for realizing the country's transformative agenda.

- 4.9 As Malaysia does not have a United Nations Development Assistance Framework, the 2016-2020, the country programme will provide direct support to the relevant initiatives outlined in the 11<sup>th</sup> Malaysia Plan and other medium- and long-term development priorities identified jointly with the EPU, and in support of the UN Country Team's work programme towards the operationalization of the SDGs in Malaysia.
- 4.10 By strategically leveraging the ADR report engagement consultations in February 2015 and feedback from Ministries and agencies, UNDP has ensured that the design of the CPAP benefited extensively from in-depth inputs from a range of national stakeholders on the thematic prioritization for 2016-2020.
- 4.11 The strategic thematic thrust agreed with the Government is to place the sustainable human development agenda at the forefront, underpinned by two outcomes/priorities: (a) inclusive development and growth; and (b) sustainable and resilient development. Through an issues-based approach, the programme will contribute primarily to the UNDP strategic plan outcome 1, with supplementary contributions to outcomes 4 and 7.
- 4.12 *Programme approach.* The core programmatic strategy centres on strengthening a whole-of-government approach and enhancing inter-institutional coordination and policy coherence while deepening thematic technical and institutional capacities at the federal and subnational levels focused on *inclusiveness, resilience and sustainability*, as well as creating platforms that enable further scaling up of innovative development approaches at the subnational levels.
- 4.13 Technical support encompasses strengthening macro and subnational policies and strategies; developing multidimensional evidence-based policy analysis, with innovations through evidence-based pilots and policy foresight; enhancing efficiencies of national and subnational mechanisms in the identification and targeting of development beneficiaries; and enhancing platforms to enable and strengthen capacities for the voice and participation of communities and enhanced participation of non-state development actors.
- 4.14 UNDP will target gender considerations across all programmes, coupled with strengthened targeting of women and vulnerable groups in the government socioeconomic programme. It will also mainstream South-South cooperation as a mandatory design principle across all programmes, supplemented with strategic

regional and cross-regional collaboration to support the country's engagement on the global platform, focused on sharing best practices and lessons learned on operationalizing and monitoring the sustainable development goals. UNDP also will support the Government of Malaysia's in operationalising its commitment<sup>31</sup> towards building the resilience of the poor and vulnerable communities for achievement of the SDGs, with a focus on least developed countries, landlocked developing countries and small island developing states.

### **Priority 1. Inclusive development and growth**

- 4.15 In addressing the development impact of economic and spatial restructuring underpinning growth and its implications for inclusion, focus will be on East Malaysia and lagging states in Peninsular Malaysia. As vulnerabilities of households have assumed multi-dimensional characteristics, the programme goes beyond absolute income thresholds with a targeted focus and prioritization on the B40 households, alongside spatial dimensions, inter and intra-ethnic distinctions (notably indigenous communities in Peninsular Malaysia and East Malaysia), women and other vulnerable communities, including undocumented communities.<sup>32</sup>
- 4.16 The CPAP will provide support to the 11<sup>th</sup> Malaysia Plan's priority strategies towards raising the income and wealth of B40 households; addressing the increasing cost of living; and enhancing the delivery system of B40 households programmes by streamlining support to B40 households and complementing the Poverty Line Income (PLI) measurement with the Multidimensional Poverty Index (MPI) as well as supporting inter-related strategies aimed at improving the quality of education and productivity in order to raise the income and wealth of B40 households.
- 4.17 In order to enable decentralized growth and to optimize the required economic density for rapid, inclusive and sustainable growth at the state level, new approaches to fiscal federalism and reforms of federal and state agencies' institutional mechanisms for service delivery will be supported. These should include optimizing alternative service delivery mechanisms with the private sector and civil society organizations, as well as strengthening and empowering decentralized governance structures.

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

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<sup>31</sup>Statement by YAB Dato' Sri Mohd Najib Bin Tun Haji Abdul Razak, Prime Minister of Malaysia at the United Nations High-Level Roundtable on South-South Cooperation, 27 September 2015. Available at: [http://www.pmo.gov.my/home.php?menu=speech&page=1676&news\\_id=773&speech\\_cat=2](http://www.pmo.gov.my/home.php?menu=speech&page=1676&news_id=773&speech_cat=2)

<sup>32</sup> Economic Planning Unit, *Planning Horizon*, Accessed on 29 May 2015. <http://www.epu.gov.my>.

- 4.18 UNDP will support the Government in developing integrated, multidimensional policy approaches, assessments and programmes, and in strengthening federal and subnational policy coherence and technical institutional capacities. The purpose is to prioritize equitable distribution of economic growth across distinct groups and to low-income households irrespective of group membership, and to enhance accessible opportunities for economic participation and ensure safeguards for women and low-income and vulnerable communities.
- 4.19 In order to accelerate implementation effectiveness and development impact, the programme will support efforts to strengthen the identification and targeting of beneficiaries in national systems, reinforce outcome-based monitoring and evaluation of government programmes, and support the design of a comprehensive social protection framework that ensures adequate coverage and enables the full realization of the capabilities of low-income households, women and vulnerable communities, especially in the least developed states.
- 4.20 The programme will prioritize innovative approaches that enhance and mainstream the voice and participation of low-income households, women and vulnerable groups in identifying development gaps and in fostering citizen-generated evidence which will bring about policy and development changes, enhance implementation and support participatory monitoring and evaluation.
- 4.21 In addition to continuing its support to the public sector transformation programme to rationalize and enhance the effectiveness and efficiency of the government delivery system and monitoring mechanisms, UNDP will help to establish new partnership modalities with non-state development actors in order to design and deliver innovative development solutions, with a focus on addressing the limitations of service delivery in remote and rural areas.



### **Priority 1b. Reducing spatial inequalities and promote inclusive and sustainable urbanization and rural development**

4.22 The programme will focus on improving the socioeconomic indicators of lagging states and rural/remote communities. Priority will be on less developed states, such as Sabah, Sarawak, Kelantan, Kedah, and on urban-rural disparities. UNDP will provide support to strengthen state development strategies to reduce spatial inequalities and promote inclusive and sustainable urbanization and rural development through assessments of *state structure plans and local development plans* and by improving coherence with national policies. The programme will place emphasis on ensuring that policies, plans and programmes are risk-informed and contribute to progress on gender equality. UNDP will also support global and regional policy dialogues and capacity development programmes focused on sharing national innovations, thought leadership and development solutions on inclusive development and growth and enhancing resilience, particularly of cities and urban areas.

### **Priority 2. Sustainable and resilient development**

4.23 The key challenges to sustainable and resilient development are pivoted on the urgent need to minimize the impacts of economic activity on the environmental systems. These impacts are creating imbalances and risk by putting pressure on development and economic growth.. The other challenge centres on the need to revalue and sustainably manage the quality of the country's natural capital, which encompasses biodiversity, land and ecosystems. Malaysia also has to urgently address the impacts of climate variability and change, particularly to low-income households, by ensuring resilience across all sectors of the economy, and by ensuring that federal and state institutions have the capacity to include risk governance and management for sustainable development in their programmes.

4.24 In line with the national green growth agenda, UNDP will support the Government in addressing the issues of climate variability and change and the degradation of biodiversity and land in a holistic manner and through the sustainable use of resources, in close collaboration with non-state development actors. UNDP will specifically focus on supporting the Federal and State government's multi-sectoral policies and programmes that strengthen low-carbon, resource-efficient, climate-resilient development that improves the quality of life and well-being of the people. It will focus on supporting the ongoing and new initiatives aimed at enabling green economy opportunities at subnational levels to raise the income of rural and semi-urban communities while maintaining the healthy functioning of national ecosystems, through sustainability principles and by reducing environmental risks and ecological scarcities.

### **Priority 2a. Enhancing national resilience to climate variability and change**

4.25 A key focus will be on integrating sustainability principles, such as sustainable production and consumption and eco-efficiency in policy formulation and systems across various levels of government (federal, state and local authorities), in order to enhance resilience and increase policy coherence and coordination. The other key focus will be on mainstreaming disaster risk reduction and strengthening multi-hazard risk governance. The programme will also interlink policy on cross-sectoral climate change mitigation measures, such as pursuing low carbon cities, energy efficiency in building and industrial sectors, and management of waste and chemical sectors, with a focus on people-centric development and a healthy environment UNDP will help the Government pursue the diversification of energy and water resources, as major inputs to economic growth, focused on the use of low carbon emission and sustainable technologies that will benefit the quality of life.

**Priority 2b. Valuing natural capital, reducing environmental impacts and improving access to quality ecosystem services for low-income households**

4.26 UNDP will provide evidence-based policy support at the federal and state level through innovative research, pilot projects and South-South cooperation in order to enhance awareness among policy makers and the public on ensuring natural resources security and enhancing alternative livelihood for indigenous and local communities, thereby reducing environmental impacts and improving access to quality environmental services for low-income households and vulnerable groups. By fostering an appreciation for the natural landscape and seascape as national assets, the programme will promote eco-tourism and ecosystem-based management as a growth sector for community livelihoods, thereby placing traditional and ecological knowledge at the forefront of fundamental justice in receiving fair returns for future use and access. The programme will support Malaysia in addressing the challenge of policy inconsistencies at the federal and state level on issues related to deforestation and land degradation, which exacerbate disasters such as flood and landslides, by facilitating policy dialogue and action plans for policy coherence and coordination. It will prioritize gender-sensitive adaptation actions in policy formulation, as well as climate adaptability and risk management policy options for lowering risks posed by extreme weather events, especially for low-income households and vulnerable communities.

4.27 UNDP will support stronger national engagement in multilateral negotiations and fora to ensure Malaysia is able to share its perspectives, best practices and challenges, while supporting Malaysia to customize decisions adopted at these fora for domestic implementation, in line with national development priorities. The participation of the private sector, research institutions, and global development partners will be key in the programme design, implementation and evaluation of a sustainable and resilient development trajectory.

- 4.28 *Operationalization of the SDGs*: UNDP's approach in supporting the Government of Malaysia and national stakeholders on implementation of the SDGs will be structured through three key pillars, namely: i) *Mainstreaming of SDGs in federal and state policies*; ii) *Acceleration of SDG implementation*; and iii) *Integrated Policy Support*.
- 4.29 *Mainstreaming of SDGs in federal and state policies*. UNDP seeks to support the Government of Malaysia to contextualize the SDGs at the national and local levels, and where relevant, align the Agenda 2030 and the SDGs in national and sub-national plans, strategies and budgets. This will include advocacy on the SDGs and where necessary strengthen the capacities of stakeholders to operationalize the SDGs.
- 4.30 *Acceleration of SDG implementation*. UNDP seeks to support the Government of Malaysia to accelerate progress on key goals and targets by supporting the government to identify synergies and trade-offs in the implementation of the SDGs, scaling up successful initiatives, and unlocking bottlenecks which could accelerate progress across a number of SDGs.
- 4.31 *Integrated Policy Support*. UNDP will provide coordinated and pooled policy and technical support to the Government of Malaysia upon request, drawing on the expertise and programmatic experience of the UN development system.
- 4.32 The CPAP will also include a number of projects that were initiated in the previous country programme (2013-2015) and execution of which continues into the new cycle (2016-2020). Rigorous assessments were undertaken by UNDP and EPU to ensure that every project carried forward into the new cycle clearly demonstrates a tangible contribution to the 11<sup>th</sup> Malaysia Plan and the strategic directions of the CPAP.

## **Part V. Partnership Strategy**

- 5.1 Recognizing the importance of strategic partnerships to maximize its programmatic impact and long term sustainability of its initiatives, UNDP will work in close collaboration with the federal and state governments, multi- and bilateral development partners, academia, and civil society organizations, as well as the private sector in support of Malaysia's national development goals. Such strategic engagements will ensure that the viewpoints of key stakeholders are taken into consideration in policy and decision-making processes and national development frameworks, as well as exploring new and innovative approaches to accelerate achievement of the planned development outcomes in the 11<sup>th</sup> Malaysia Plan.

- 5.2 UNDP will broaden its partnerships where relevant and possible in order to help deliver the results expected under the CPAP through dedicated development solutions teams led by the country office and, where applicable, technically supported by the UNDP Bangkok Regional Hub, the UNDP Bureau for Programme and Policy Support, relevant UNDP global centres of excellence, and technical staff regionally and globally. UNDP also will continue to use extensively the UNDP knowledge network to source relevant information in order to address Malaysia's needs as a Middle Income Country and to share Malaysia's best practices.
- 5.3 Collaboration with other UN agencies through joint programmes will continue to be developed and implemented. The programme will support relevant development activities led by the UN Resident Coordinator's Office and the UN Country Team Theme Groups with a focus on strengthening a coherent, UN wide approach to key development issues in Malaysia, including the sustainable development goals.. UNDP also will collaborate and develop joint programmes with other resident and non-resident United Nations organizations.
- 5.4 In operationalizing its south-south cooperation agenda, focus will be placed on supporting the strategic development needs of member states of ASEAN and the Organisation of Islamic Cooperation (OIC). Strategic partnerships and resource mobilisation opportunities will also be explored to further consolidate the development initiatives with relevant bi-lateral and multi-lateral organisations.
- 5.5 UNDP will work with the Government to design a partnership and resource mobilization strategy to meet resource requirements of the CPAP. The strategy will go beyond traditional government cost-sharing and multilateral funds by fully leveraging the capacities and resources of both state and national non-state development actors, and will establish strategic collaborations with the international financial institutions and regional development banks to finance the programming agenda.

## Part VI. Programme and Financial Management

### *Programme Management*

- 6.1 The CPAP outlines UNDP contributions to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at the country level. The accountabilities of managers at the country, regional and headquarters levels with respect to CPAP are prescribed in the UNDP programme and operations policies and procedures and internal control frameworks.
- 6.2 The Project Document will describe the specific results to be achieved and will form the basic agreement between the Economic Planning Unit, UNDP and each Implementing Partner on the use of resources<sup>33</sup>. The reference to "Implementing Partner(s)" shall mean "Executing Agency (ies)" as described in the SBAA. UNDP will undertake direct implementation modalities, notably for its direct policy advisory services.
- 6.3 The programme will be nationally executed under the overall coordination of the EPU. Government ministries, civil society organisations, academia, think-tanks, private sector, UN agencies including UNDP will implement the CPAP programme activities. EPU will nominate the relevant government agency directly responsible for the government's participation in each UNDP project, where applicable.
- 6.4 A National Programme Board, encompassing project implementing ministries and other relevant non-state development actors will hold an annual programme review meeting to assess the UNDP contribution to outcome results and national development priorities.
- 6.5 In terms of operationalizing the CPAP's programmatic activities, the country programme will utilise the processes put in place by UNDP and EPU for project sourcing, selection, design, implementation, evaluation and reporting. An annual programme review will serve as the basis for ensuring mutual accountability and systematic assessment of performance and progress towards related outcomes.
- 6.6 In programme design and implementation, UNDP will work closely with key partners. The country programme will build on the United Nations reform principles, especially simplification and harmonization, by operating in line with the harmonized common country programming instruments.

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<sup>33</sup> The Template for the Government Cost Sharing-UNDP Project Document and the Global Environmental Facility Project Document are attached as Annex C and D respectively.

- 6.7 To the extent possible, UNDP and partners will use the basic documents necessary, namely the signed CPAP and signed project documents to implement programmatic initiatives. UNDP will sign project documents with partners in accordance with corporate practices and local requirements<sup>34</sup>. In line with the undg Joint Programming Guidance Note, the scope of inter-agency cooperation will be strengthened through joint programmes and geographical convergence.

### ***Financial Management***

- 6.8 All cash transfers to an Implementing Partner will be based on the Annual Work Plans agreed between the Implementing Partner and UNDP. Cash transfers for activities detailed in AWP's will be made by UNDP using one of the following modalities:
1. Cash transfer directly to the Implementing Partner:
    - a. Prior to the start of activities (direct cash transfer), or
    - b. After activities have been completed (reimbursement);
  2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partner on the basis of requests signed by the designated official of the Implementing Partner;
  3. Direct payments to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners.
- 6.9 In case of direct cash transfers or reimbursements, UNDP shall notify the Implementing Partner of the amount approved by UNDP and will disburse funds to the Implementing Partner in 30 working days upon receipt of all relevant documentation as per the Rules and Procedures of UNDP.
- 6.10 In cases of direct payment to vendors or third parties for obligations incurred by Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by UNDP in support of activities agreed with Implementing Partners, UNDP shall proceed with the payment within 14 working days.
- 6.11 UNDP shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third-party vendor.
- 6.12 Where more than one UN agency provides cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or in coordination with those UN agencies.

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<sup>34</sup> Each Project Document and subsequent Annual Work Plans undertaken through the CPAP 2016-2020 will be jointly signed by the appropriate representatives from the Economic Planning Unit, UNDP and the Implementing Partner.

- 6.13 Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months<sup>35</sup>. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above authorized amounts.
- 6.14 Following the completion of any activity, any balance of funds shall be reprogrammed by mutual agreement between the Implementing Partner, EPU and UNDP, or refunded.
- 6.15 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and an assessment of the financial management capacity of the non-UN Implementing Partner. A qualified consultant, such as a public accounting firm, selected by UNDP, may conduct such an assessment, in which the Implementing Partner shall participate.
- 6.16 Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

## **Part VII. Monitoring and Evaluation**

### ***Overview of Oversight Mechanisms***

- 7.1 To ensure accountability of programme and project quality, effectiveness and efficiency, UNDP will implement management responses to project evaluations and audits on a timely basis; and communicate evidence-based project results regularly, both in corporate reporting, such as the integrated results and reporting framework, and at the national level. To mitigate risks, projects will undergo a systematic review to ensure UNDP mandatory social and environmental standards are applied.
- 7.2 UNDP will ensure that monitoring functions are embedded in the programme structure and funding, working in close interaction with implementing partners in the broader monitoring and evaluation framework. During the project implementation stage, UNDP will also conduct prospective quarterly analyses to systematically review and update existing risks, thereby enabling timely decisions

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<sup>35</sup> Flexibility of up to six months may be provided (on an exceptional basis) upon discussion and written agreement by UNDP on the typology of work to be undertaken by the Implementing Partner.

and management of risks and improving the impact and quality of its cooperation, both in planning and implementation.

- 7.3 UNDP's *Handbook on Planning, Monitoring and Evaluating for Development Results*<sup>36</sup> will serve as the guiding framework to ensure that an effective programme design, monitoring and evaluation approach is utilized during the CPAP cycle.
- 7.4 UNDP will continue to undertake independent peer reviews of the data analysis, modelling, and data generated from its programme portfolio and national statistics. It will also continue to strengthen its strategic collaborations with national statistical and foresight institutions and its use of modelling, foresight tools and scenario planning approaches in order to support policy planning for the medium and long term, coupled with inter and intraregional analysis to benchmark socioeconomic development progress.
- 7.5 UNDP will commission independent outcome evaluations of country programme results, relying on the participation of national counterparts and key stakeholders at the national and subnational levels and creating a mutual accountability mechanism that will allow for programmatic adjustments according to the recommendations arising from each assessment.
- 7.6 It will use the gender marker as a key tool for monitoring gender mainstreaming and targeted interventions for gender equality and women's empowerment across all programme portfolios. In collaboration with the Ministry of Women, Family and Community Development, it will strengthen sex-disaggregated data, gender analysis and information across all sectors. This data will in turn appear in the annual statistics compilations, which the Government publishes on the attainment of gender equality and women's empowerment, and will inform development programmes.

#### ***CPAP Monitoring Mechanisms***

- 7.7 Monitoring and evaluation of the CPAP will be undertaken in line with the CPD results matrix and the monitoring and evaluation plan and in line with the requirements, procedures and tools in the UNDP M&E Handbook. The Government and UNDP will be responsible for setting up the necessary M&E mechanisms, (including those needed to monitor outcomes), tools and conducting reviews in order to ensure continuous monitoring and evaluation of the CPAP, and with view to ensuring efficient utilization of programme resources as well as accountability, transparency and integrity.<sup>37</sup>

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<sup>36</sup> <http://www.undp.org/eo/handbook/>

<sup>37</sup> For more details: [Harmonized Approach to Cash Transfers \(HACT\)](#)



- 7.8 The Implementing Partners will be required to provide periodic reports on the progress, achievements and results of their projects, outlining the challenges faced in project implementation as well as resource utilization as articulated in the AWP. The reporting will be in accordance with UNDP procedures and harmonized with UN agencies to the extent possible.
- 7.9 The Auditor-General's Office may undertake the audits of Government Implementing Partners. If the Auditor-General's Office chooses not to undertake the audits of specific Implementing Partners with the frequency and scope required by UNDP, such audits will be commissioned by UNDP to be undertaken by private sector audit services. Assessments and audits of non-Government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP.
- 7.10 The EPU-UNDP Mid-Year Progress review meeting will assess progress of projects at the output level while the EPU-UNDP Annual Review Meeting will focus on the policy impact and potential for the scaling-up of policy implementation where feasible and relevant. These processes will serve as the basis for ensuring mutual accountability and enable a more systematic assessment of performance and progress at the outcome level.
- 7.11 Implementing Partners have agreed to cooperate with UNDP for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by UNDP. With that objective, Implementing Partners have agreed to the following:
1. Periodic on-site reviews and spot checks of their financial records by UNDP or its representatives;
  2. Programmatic monitoring of activities following UNDP's standards and guidance for site visits and field monitoring;
  3. Special or scheduled audits. UNDP, in consultation with the EPU, and in collaboration with other UN agencies (where appropriate) will establish an annual audit plan, giving priority to audits of Implementing Partners to whom large amounts of cash assistance has been provided by UNDP, as well as to those whose financial management capacity needs strengthening;
- 7.12 To facilitate assurance activities, Implementing Partners and UNDP may agree to use a programme monitoring and financial control tool allowing data sharing and analysis.

#### **Part VIII. CPAP Financial Commitments**

- 8.1 The overall indicative resource allocation for the CPAP 2016-2020 is estimated to be USD 57 million and with USD 38 million secured thus far (67%). The CPAP Results Resources Framework for 2016-2020 is developed based solely on

confirmed secured funds. The remainder of the USD 19 million is currently pending and based on external projects in the pipeline to be funded by global thematic trust funds and third party cost sharing.

- 8.2 For the confirmed funds for 2016-2020, a total of up to USD 1,000,000 from UNDP regular resources including carry forward TRAC funds from the 2013-2015 programme cycle. In addition, USD 30 million from international thematic trust funds (Global Environment Facility, Montreal Protocol and other relevant thematic trust funds) will be secured.
- 8.3 Government and project cost sharing funds will remain vital to expanding the resource base available for programmatic priorities identified herein. The cost-sharing from the Government of Malaysia is estimated at USD 11,000,000 (comprising of an allocation of USD 5,000,000<sup>38</sup> for 2016-2020 and an estimated USD 2,000,000 brought forward from the 2013-2015 programme cycle) and an estimated USD 4,000,000 in terms of financing from other government agencies for reimbursable advisory services.
- 8.4 Resource mobilization efforts will be intensified to support the implementation of the CPAP and ensure sustainability of the programme. Noting that the mobilization of external resources in the form of trust funds, third party cost-sharing or government reimbursement of technical advisory services, which goes beyond the committed government cost sharing outlined in the CPAP, the appropriate guidelines, rules and procedures governing the utilization and reporting of these funds will require individual agreements to be developed and co-signed by UNDP and EPU, as appropriate.

SOURCE OF FUNDING	CONFIRMED (USD)	PENDING/ ESTIMATED (USD)	TOTAL (USD)	NOTES ON CONFIRMED FUNDS (USD)
GOVERNMENT COST SHARING	7,000,000	0	7,000,000	Est. Carry Over: 2,000,000 CPAP 2016-2020: 5,000,000
REIMBURSABLE ADVISORY SERVICES TO GOVERNMENT	0	4,000,000	4,000,000	

<sup>38</sup> EPU in the Prime Minister's Department will finalize the Government Cost Sharing allocations for the CPAP period 2016-2020 in the first quarter of the first year of the CPAP, pending review of the approved Expressions of Interests submitted from Ministries and agencies on areas of collaboration and also indicative areas of support determined by EPU to be prioritized for technical support from UNDP in for the period of 2016-2020.

<b>UNDP RESOURCES</b>	<b>REGULAR</b>	1,000,000	0	1,000,000	Est. Carry Over: 250,000 CPAP 2016-2020: 750,000
<b>INTERNATIONAL THEMATIC FUNDS AND TRUST FUNDS</b>		30,000,000	14,350,000	44,350,00	GEF: 27,063,000 Montreal Protocol: 1,630,000 Private Sector: 2,000,000
<b>THIRD-PARTY SHARING</b>	<b>COST</b>		650,000	650,000	Bi-lateral Funds
<b>GRAND TOTAL</b>		38,000,000	19,000,000	57,000,000	

8.5 In relation to the management of the government cost sharing estimated at USD 5 million, the following principles will be applied:

- i. 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 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 can be provided by the Government. Should such further financing not be available, the assistance to be provided to the CPAP may be reduced, suspended or terminated by UNDP.
- ii. The schedule of payments to be agreed by both UNDP and EPU takes into account the requirement that payments shall be made in advance of the implementation of planned activities. They may be amended to be consistent with the progress of CPAP delivery.
- iii. UNDP shall receive and administer payments in accordance with the regulations, rules and directives of UNDP.
- iv. All financial accounts and statements shall be expressed in United States dollars.
- v. 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 endeavors to obtain the additional funds required.
- vi. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [v] above is not forthcoming from the Government or other sources, the assistance to be provided to the CPAP under this Agreement may be reduced, suspended or terminated by UNDP.
- vii. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

- viii. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the Contribution shall be subject to cost recovery for indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the Government's cost sharing contribution shall be charged a fee equal to 6%. Furthermore, as long as they are unequivocally linked to the specific project(s), all direct costs of implementation, including the costs of the executing entity or implementing partner, will be identified in the project budget against a relevant budget line and borne by the project accordingly.
- ix. 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 and in consultation with EPU.
- x. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP

#### **Part IX . Commitments of the Government and UNDP**

- 9.1 The roles and responsibilities of UNDP, the Government and the Implementing Partners will be as outlined in the Project Document and based on the *'Roles and Responsibilities for National Implemented Projects – Version 2016'* and will be emphasized and clarified during the annual reviews and through periodic progress reporting.
- 9.2 The Government will honor its commitments in accordance with the provisions of the Standard Basic Assistance Agreement (SBAA) which it signed with UNDP on 12 September 2012. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations agencies to UNDP's property, funds, and assets and to its officials and consultants. In addition, the Government will accord to UNDP and its officials and to other persons performing services on behalf of UNDP, the privileges, immunities and facilities set out in the SBAA.
- 9.3 Mechanisms for participatory planning, monitoring and evaluation on the progress of the country programme involving civil society and other development partners will be implemented. The Government is also committed to organizing periodic programme review, planning and joint strategy meetings, and where appropriate, coordination of sectoral and thematic development partner groups to facilitate the participation of donors, civil society, the private sector, and UN agencies.
- 9.4 The Government will facilitate periodic monitoring visits by UNDP staff and/or designated officials for the purpose of monitoring, meeting beneficiaries as well as, assessing the progress and evaluating the impact of the use of programme resources. The Government will make available to UNDP in a timely manner any

information about policy and legislative changes occurring during the implementation of the CPAP that might have an impact on its co-operation.

- 9.5 A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the Annual Work Plan (AWP), will be used by Implementing Partners to request the release of funds, or to secure the agreement that UNDP will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details as well as, request, and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
- 9.6 Cash transferred to Implementing Partners should only be spent for the purpose of activities as agreed in the AWP.
- 9.7 Cash received by the Government and national CSO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds. If any national regulations, policies and procedures are not consistent with international standards, UN agency regulations, policies and procedures will apply.
- 9.8 In the case of international CSO and IGO Implementing Partners, cash received shall be used in accordance with international standards, in particular by ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to UNDP within six months after receipt of the funds.
- 9.9 To facilitate scheduled and special audits, each Implementing Partner receiving cash from UNDP will provide UNDP or its representative with timely access to:
  - All financial records which establish the transactional record of the cash transfers provided by UNDP;
  - All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
- 9.10 The findings of each audit will be reported to the Implementing Partner and UNDP. Each Implementing Partner will furthermore:
  - Receive and review the audit report issued by the auditors.

- Provide timely statements of the acceptance or rejection of any audit recommendation to the auditors and UNDP so that the auditors can include those statements in their audit report and submit them to UNDP.
- Undertake timely actions to address the accepted audit recommendations.
- Report on the actions taken to implement accepted recommendations to UNDP on a quarterly basis (or as locally agreed).

## **Part X. Other Provisions**

10.1 Where a Government agency is the Implementing Partner of a particular project under this CPAP, consistent with [Article III of the Standard Basic Assistance Agreement, (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, each Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country;
- b) 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 CPAP and its constituent AWP's.

10.3 Each Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document (CPAP and AWP) 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/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to each Project Document. Each Project Document and the corresponding Annual Work Plan will be jointly co-signed by EPU, Implementing Partner and UNDP.

10.4 The foregoing shall also apply to Projects under this CPAP where the Implementing Partner is an Inter-governmental organization which has signed a standard basic executing agency agreement with UNDP.

10.5 Where UNDP or other UN Agencies serve as Implementing Partners, they shall (a) comply with the policies, procedures and practices of the United Nations safety and security management system, and (b) undertake all reasonable efforts to


ensure that none of the project funds/UNDP funds received pursuant to a 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). This list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under each Project Document.

10.6 This CPAP enters into force on the date signed by both Parties, and in the case the CPAP is signed on different dates, then it shall enter into force on the date of the later signature. The CPAP shall continue in force from 2016 through 2020.

10.7 This CPAP supersedes any previously signed CPAP between the Government of Malaysia and UNDP and may be modified through the mutual consent of both parties on the recommendations of the EPU-UNDP Annual Review Meeting.

*IN WITNESS THEREOF the undersigned, being duly authorized, have signed this Country Programme Action Plan on this day [ 25 , March, 2016] in Putrajaya, Malaysia*

For the Government of Malaysia

Signature:  \_\_\_\_\_

Datuk Seri Dr. Rahamat Bivi Yusoff,  
Director-General  
Economic Planning Unit  
Prime Minister's Department

For the United Nations Development Programme  
Malaysia

Signature:  \_\_\_\_\_

Michelle Gyles-McDonnough,  
UNDP Resident Representative for Malaysia,  
Singapore and Brunei Darussalam





## ANNEX A: RESULTS AND RESOURCES FRAMEWORK

<b>NATIONAL PRIORITY OR GOAL:</b> 11th Malaysia Plan key thrusts: (a) Enhancing inclusiveness towards an equitable society; (b) Improving well-being for all and (c) Transforming public service for productivity				
<b>PROPOSED UNSPF OUTCOME INVOLVING UNDP 1: 1.1.1.</b> Effective policies and initiatives that promote socioeconomic inclusion, equity and resilience especially for the bottom 40 per cent, are in place and implementation monitored; 1.2. National policies and programmes ensure universal access to quality education; universal health coverage; and decent work for all people in Malaysia with special attention to vulnerable groups and communities; and improved delivery of basic services to the people.				
<b>RELATED STRATEGIC PLAN OUTCOME:</b> Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
<b>PROPOSED UNSPF OUTCOME INDICATOR(S), BASELINES, TARGET(S)</b>	<b>DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES</b>	<b>INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)</b>	<b>MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS</b>	<b>INDICATIVE RESOURCES BY OUTCOME (United States dollars)</b>
Level of inequality measured by Gini coefficient Baseline: 0.401 (2014) Target: 0.385 (2020)  Value of median income Baseline: Malaysian Ringgit (MYR) 4,585 (2014) Target: MYR 5,701 (2020)  Incidence of poverty among Orang Asli Baseline: 31% (2015) Target: 15% (2020)  Incidence of poverty	<b>Government of Malaysia</b> 1. National Poverty Database (real-time) 2. National Indigenous People Database (real-time) 3. Malaysian Economy In Brief (monthly) 4. Statistics on Women, Family and Community (annually) 5. Household Income and Expenditure Survey Report (every two years) 6. Basic Amenities Survey Report (every two years) 7. Profile of the Malaysian	<b>Priority 1a: Enhancing, prioritizing and mainstreaming inclusion for pockets of the poor, bottom 40 percent of income households and vulnerable communities</b>  1. Federal and state institutions responsible for socioeconomic development strengthen targeting of programme beneficiaries in the design, implementation and monitoring of programmes  <b>Indicator 1.1:</b> Number of national and state level inclusive socioeconomic growth policies or strategies focused on reducing socioeconomic and	<ul style="list-style-type: none"> <li>• Prime Minister's Department (Economic Planning Unit, Implementation Coordination Unit, and Public Service Department)</li> <li>• Government ministries and agencies</li> <li>• Department of Statistics</li> <li>• State Economic Planning Units</li> <li>• Relevant State Ministries and agencies</li> <li>• Regional economic</li> </ul>	Regular 406,000  Other: 8,450,000  Government in-kind contribution: 2,000,000

I The proposed UNSPF and the relevant outcomes, outputs and indicators are indicative and currently under discussion between the United Nations country team and the Government of Malaysia.

<p>reduced among female-headed households Baseline: 4.1% (2010) Target: 0.5% (2020)</p> <p>Malaysia gender gap index Baseline: 0.203 (2013) Target: Demonstrating positive improvement in all dimensions (2020)</p> <p>Women's labour force participation rate Baseline: 53.6% (2014) Target: 59% (2020)</p>	<p>Public Service (2015)</p> <p>8. Malaysia Economic Indicators (monthly)</p> <p>9. State/District Data Bank (periodically)</p> <p>10. Urbanization and Urban Times Series Data Population and Housing Census (periodically)</p> <p>(Note: Gender-disaggregated data available)</p> <p><b>UNDP</b></p> <p>1. UNDP Human Development Report and corresponding tables (annually)</p> <p>2. Project progress reports (annually)</p>	<p>gender inequalities. Baseline: 3 Target: 5</p> <p><b>Indicator 1.2:</b> Number of tools and policies that measure multidimensional poverty and inequality developed and adopted to strengthen targeting of government programme beneficiaries. Baseline: 1 Target: 3</p> <p><b>Indicator 1.3:</b> Number of alternative service delivery programmes developed with the Government, non-state development actors and local communities to enhance the provision of social services in remote and rural areas. Baseline: 0 Target: 5</p> <p><b>Indicator 1.4:</b> Number of regional South-South policy dialogue exchanges undertaken on inclusive growth and social protection mechanisms. Baseline: 0 Target: 3</p>	<p>corridor authorities</p> <ul style="list-style-type: none"> <li>• UNDP global centres of excellence</li> <li>• UNDP Bangkok Regional Hub</li> <li>• CSOs, academia and think-tanks</li> <li>• Private sector and government linked foundations</li> </ul>	
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		<p>2. Ministries involved in socioeconomic development programmes incorporate gender analysis into programme design and budgeting and strengthen/prioritize targeting of women from low-income households to benefit from government programmes.</p> <p>Indicator 2.1: Number of ministries that undertake gender analysis, develop dedicated strategies/measures and gender budgeting in collaboration with non-state development actors to enhance gender equality and women's empowerment.          Baseline: 1 ministry          Target: 4 ministries</p> <p>Indicator 2.2: Number of regional South-South policy dialogue exchanges undertaken on gender mainstreaming and policy reforms.          Baseline: 0          Target: 3</p>		
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<p>Regular: 400,000</p>	<p>Other: 7,100,000</p> <p>Government in-kind contribution: 1,000,000</p>
<p><b>Priority 1b:</b> Reducing spatial inequalities and promote inclusive and sustainable urbanization and rural development</p>	<p>3. Federal and state institutions responsible for economic and urban development improve planning capacities in the design, implementation and monitoring of programmes</p>
<p><b>Indicator 3.1:</b> Number of national and subnational policies or plans focused on reducing inequalities and socioeconomic achievements. Baseline: 2 Target: 6</p>	<p><b>Indicator 3.2:</b> Number of state level policies or plans focused on reducing gender inequalities and enhance socioeconomic achievements of women in urban and rural areas. Baseline: 0 Target: 2</p>
<p><b>Indicator 3.3:</b> Number of regional South-South policy dialogue exchanges undertaken on urbanization towards the World Urban Forum 2018. Baseline: 0 Target: 3</p>	

NATIONAL PRIORITY OR GOAL: 11th Malaysia Plan key thrusts: Pursuing green growth				
PROPOSED UNSPF OUTCOME INVOLVING UNDP 2.2: Implementation of a national development agenda that enables green growth through climate-resilient measures, sustainable management of energy and natural resources, and improved risk governance				
RELATED STRATEGIC PLAN OUTCOME: Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.				
PROPOSED UNSPF OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS / PARTNERSHIPS FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME (United States dollars)
<p>Cumulative emission of greenhouse gasses per capita Baseline: 7.6 tCO<sub>2</sub>e/capita<sup>3</sup> Target: 7.5 tCO<sub>2</sub>e/capita</p> <p>Cumulative total of renewable energy capacity connected to the grid Baseline: 243 megawatts Target: 2,080 megawatts</p> <p>Indicator: Improved coverage of access to energy (electricity) and inclusive of underserved population in Sabah and Sarawak Baseline: Sabah: 94% and</p>	<p>Government of Malaysia</p> <ol style="list-style-type: none"> <li>Sustainable Energy Development Authority Report (annually)</li> <li>Malaysia Economic Indicators (monthly)</li> <li>National Security Council Report (periodically)</li> <li>Forestry Department Report (annually)</li> <li>Assessment of data collection instruments and indicators (periodically)</li> </ol> <p>UNDP</p> <ol style="list-style-type: none"> <li>UNDP <i>Human Development Report</i> and corresponding tables (annually)</li> <li>Project progress reports</li> </ol>	<p><b>Priority 2a: Enhancing national resiliency to climate variability and change</b></p> <ol style="list-style-type: none"> <li>Innovative mitigation actions which promote the use of clean technology for energy generation, including the extension of basic services for the underserved population adopted</li> </ol> <p><b>Indicator 1.1: Number of climate change mitigation actions which are funded and implemented in line with United Nations Framework Convention of Climate Change (UNFCCC)</b> Baseline: 0 Target: 5</p> <p><b>Indicator 1.2: Number of inclusive and</b></p>	<ul style="list-style-type: none"> <li>Prime Minister's Department (Economic Planning Unit)</li> <li>Government ministries and agencies</li> <li>Department of Statistics</li> <li>State Economic Planning Units</li> <li>State governments and local authorities</li> <li>Regional economic corridor authorities</li> <li>UNDP global centres of excellence</li> <li>UNDP Bangkok Regional Hub</li> <li>United Nations Sustainable Energy for</li> </ul>	<p>Regular: 50,000</p> <p>Other: 10,000,000</p> <p>Government in-kind contribution: 5,000,000</p>

<sup>2</sup> The proposed UNSPF and the relevant outcomes, outputs and indicators are indicative and currently under discussion between the United Nations country team and the Government of Malaysia.

<sup>3</sup> Tons of carbon dioxide equivalent per capita.

<p>Sarawak: 91% (2014) Target: Sabah: 99% and Sarawak: 99% (2020)</p> <p>Percentage of households impacted by natural or climate-induced disaster reduced Baseline: 10,000 household Target: 10% reduction</p> <p>Number of communities with disaster risk reduction/resilience plans, measures and/or practices in place Baseline: 0 Target: 500</p> <p>Number of adaptation actions and mechanisms implemented Baseline: 0 Target: 5</p>	<p>(annually)</p>	<p>sustainable solutions adopted to achieve universal modern energy access for the underserved populations attributable to the scaling up of renewable energy projects Baseline: 0 Target: 5</p> <p><b>Indicator 1.3:</b> Number of regional South-South policy dialogue exchanges undertaken on adopting and designing climate change strategies. Baseline: 0 Target: 2</p> <p><b>2. National action on climate adaptability, including disaster risk reduction strengthened</b></p> <p><b>Indicator 2.1:</b> Disaster risk reduction framework that incorporates disaster and climate-induced risk management developed, and addresses the particular needs of women, the differently abled, and other vulnerable groups. Baseline: 0 Target: 1</p> <p><b>Indicator 2.2:</b> Number of adaptation actions undertaken/ implemented Baseline: 0 Target: 5</p>	<p>All Global Initiative</p> <ul style="list-style-type: none"> <li>• United Nations International Strategy for Disaster Reduction</li> <li>• United Nations Office for the Coordination of Humanitarian Affairs</li> <li>• CSOs, academia and think-tanks</li> <li>• Private sector and government-linked foundations</li> </ul>
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<p>Number of legal and regulatory frameworks, policies and institutions enabled to ensure the conservation, sustainable use, and access and benefit-sharing of natural resources, biodiversity and ecosystems, in line with international conventions and national legislation Baseline: 0 Target: 1</p> <p>Amount of valuation exercise in United States dollars, including the establishment of natural capital/financing trust fund Baseline: 0 Target: \$5,000,000</p> <p>Number of hectares and areas demonstrating sustainable use/multi-use practices Baseline: 0 Target: 30,000</p> <p>Number of households benefiting from application of traditional and knowledge/access and benefits shared Baseline: 0 Target: 200</p>	<p><b>Priority 2b: Value natural capital, reduce environmental impacts and improve access to quality ecosystem services for low income households</b></p> <p><b>3. Ecosystem services/resources as national assets are valued (both monetary and non-monetary) and lead to effective mainstreaming of biodiversity into development</b></p> <p><b>Indicator 3.1:</b> National accounting system that integrates biodiversity and ecosystem services (carbon, water, fisheries) is assessed/reviewed. Baseline: 0 Target: 1</p> <p><b>Indicator 3.2:</b> Number of public and non-public finance for biodiversity and ecosystems is established. Baseline: 1 Target: 3</p> <p><b>Indicator 3.3:</b> Number of regional South-South policy dialogue exchanges undertaken on natural resource valuation, management and mainstreaming. Baseline: 1 Target: 2</p>	<p>Regular: 50,000</p> <p>Other: 12,000,000</p> <p>Government in-kind contribution: 5,000,000</p>
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		<p><b>4. Natural resources management enhanced with institutional capacity strengthened and communities and low-income households benefitting</b></p> <p><b>Indicator 4.1:</b> Number of sectoral and subnational policies/frameworks for biodiversity management adopted by 2020.          Baseline: 1          Target: 10</p> <p><b>Indicator 4.2:</b> Number of community-based biodiversity conservation projects developed/replicated that lead to increased productive capacities that are sustainable and generate employment for low income households.          Baseline: 0          Target: 3</p>		
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**ANNEX B: GENERAL MANAGEMENT SUPPORT RATES FOR NON-CORE FUNDS**

Summary of GMS Rates Effective 1<sup>st</sup> January 2016 as per Executive Board Decision 2013/ 9 that will be applicable to the CPAP 2016-2020

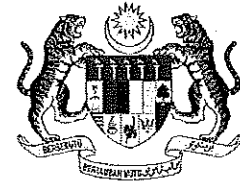
Funding Type	GMS	UNDP Malaysia Explanatory Notes
Government Cost Sharing	6%	Retains the current GMS rate applied in CPAP 2013-2015.
Government Cost Sharing - South-South Contributions	6%	GMS rates are maintained for government cost sharing even when they contribute to results in another country through South-South Cooperation.
European Commission	7%	Based on the existing Financial and Administrative Framework Agreement.
Global Fund to Fight AIDS, Tuberculosis and Malaria	7%	Based on the October 2014 agreement.
Third Party Contributions (cost sharing and Trust Funds)	8%	E.g. Bi-lateral Donors or Trust Funds
UN to UN Agency Contribution	8%	
Adaptation Fund	8.5	
Montreal Protocol Trust Fund	7%-9%	Contributions over \$250,000 – GMS: 7% Contributions below \$250,000 – GMS: 9%
GEF Managed Funds ( <i>GEF Trust Fund, Special Climate Change Fund, Least Developed Countries Fund, Nagoya Protocol Implementation Fund</i> )	9.0% -9.5%	Contributions over \$10.0 million - GMS: 9.0% Contributions below \$10.0 million - GMS: 9.5%.



**ANNEX C: PROJECT DOCUMENT TEMPLATE: GOVERNMENT COST SHARING-UNDP FUNDS**



Empowered lives.  
Resilient nations.



**UNITED NATIONS DEVELOPMENT PROGRAMME  
COUNTRY: MALAYSIA  
PROJECT DOCUMENT**

<b>Project Title</b>	
<b>UNDAF Outcome(s):</b>	Non Applicable
<b>Expected CP Outcome(s):</b>	
<b>Expected Output(s):</b>	Output 1: Output 2: Output 3:
<b>Implementing Partner:</b>	
<b>Brief Description</b> <i>In this box, briefly describe the overall development challenge and expected results of the project.</i>	
<b>UNDP Strategic Plan Output:</b>  <b>Atlas Project ID:</b>  <b>Start Date:</b>  <b>End Date:</b>  <b>PAC Meeting Date:</b>	<b>Total resources required: USD</b> <b>Total allocated resources:</b> <ul style="list-style-type: none"> <li>• Regular: USD</li> <li>• Government Cost Sharing (inclusive GMS): USD</li> <li>• Others (inclusive GMS): USD</li> </ul> <b>In-Kind Contributions (Implementing Partner):</b>

**Agreed by (Economic Planning Unit):**

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**Agreed by UNDP:**

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**Agreed by (Implementing Partner):**

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## ABBREVIATIONS

<b>APR</b>	Annual Progress Report
<b>AWP</b>	Annual Work Plan
<b>CPAP</b>	Country Programme Action Plan
<b>EPU</b>	Economic Planning Unit
<b>FACE</b>	Funding Authorisation and Certificate of Expenditures
<b>GCS</b>	Government Cost sharing
<b>HACT</b>	Harmonized Approach to Cash Transfer
<b>NPD</b>	National Project Director
<b>NSC</b>	National Steering Committee
<b>11MP</b>	11 <sup>th</sup> Malaysia Plan (2011-2015)
<b>TWC</b>	Technical Working Committee
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>TRAC</b>	Target for Resource Assignment from the Core
<b>UNDP</b>	United Nations Development Programme

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## **DEVELOPMENT CHALLENGE**

*Describe the development challenge that the project seeks to address and how it is relevant to national development priorities outlined in the 11<sup>th</sup> Malaysia Plan and related game-changers and strategies.*

*Include evidence to support the analysis, such as data demonstrating the significance of the problem and how it affects targeted population groups.*

*Identify the immediate, underlying and root causes of the challenge (including institutional capacity limitations) which have been identified in the problem tree analysis feeding into the Theory of Change.*

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## **STRATEGY**

*Explain the detailed theory of change (ToC) for this project and what UNDP with partners will do to address the development challenge described above. Identify the approach that has been selected, with a clear rationale backed by credible evidence, integrating gender concerns into the approach.*

*Identify what knowledge, good practices and lessons learned (including from evaluation) have informed the analysis of available choices and the selected strategy.*

*Detail the project's selected approach and explain how it is expected to lead to change at the output level, outcome level and eventually at the level of the development challenge. Clearly link the project's ToC to the CPAP's ToC. Clearly indicate the linkage of the strategy to support the 11<sup>th</sup> Malaysia Plan's Strategic Thrusts and game-changers (if applicable).*

*State key assumptions about what will change, for whom, and how this will happen. Assumptions should include consideration of internal factors (relating to project design and implementation) and external factors (relating to other partners, stakeholders and context) that will be critical for achieving expected changes.*

*Cite best available evidence which supports these key assumptions in the ToC, including findings from evaluation and other credible research, as well as knowledge, good practices and lessons learned from previous work by UNDP and others, in this country and in other relevant contexts.*

*Include a theory of change diagram showing the linkages between the development challenge and the immediate, underlying and root causes.*

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## **RESULTS AND PARTNERSHIPS**

### **Expected Results**

- *The text under this heading should translate the strategy above into the work that will be undertaken through the project. Describe the planned interventions of the project and what change are expect to see that will be attributable to the project. This change should be included in the results framework and monitored regularly by the project. Link the expected results to the relevant higher level results (i.e., 11<sup>th</sup> Malaysia Plan, CPAP outcome and UNDP Strategic Plan.)*

### **Partnerships and Stakeholder Engagement**

- Identify key stakeholders and outline a strategy to ensure stakeholders are engaged throughout, including:
  - *Target Groups: Identify the targeted groups that are the intended beneficiaries of the project. What strategy will the project take to identify and engage targeted groups?*
  - *Other Potentially Affected Groups: Identify potentially affected people and a strategy for engagement and ensuring they have access to and are aware of mechanisms to submit concerns about the social and environmental impacts of a project.*
  - *Partners: Describe how the project will work with partners to achieve results and briefly map what other stakeholders and initiatives are doing to address the development challenge and linked to the theory of change.*

### **South-South and Triangular Cooperation (SSC/TrC)**

- *Describe how the project intends to codify and share the Malaysian experience and best practices to a wider global; and regional audience.*
- *Describe how the project intends to use SSC/TrC to achieve and sustain results, if applicable.*

### **Sustainability and Scaling Up**

- *Describe how national institutional capacities will be strengthened, and how national ownership will be ensured.*
- *Describe how the project will use relevant national systems, and specify the transition arrangements to sustain and/or scale-up results, as relevant.*

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## **PROJECT AND RISK MANAGEMENT**

### **Project Management**

- *Information on the location(s) where the project will be operationalized, the number and location of physical project offices, arrangements for dedicated or shared operations support, how the project will work with other projects, etc.*
- *Institutional arrangements to be provided by the Implementing Partner to ensure the successful achievement of the project outputs and intended development results.*

### **Cost Efficiency and Effectiveness**

- *Identify how the strategy is expected to deliver maximum results with available resources, with reference to evidence on similar approaches in this country or similar contexts. Include measures based on good practices and lessons learned.*
- *Explain why the selected pathway is the most efficient and effective of available options. Possible approaches can include:*
  - Using the theory of change analysis to explore different options to achieve the maximum results with available resources*
  - Using a portfolio management approach to improve cost effectiveness by leveraging activities and partnerships with other initiatives/projects*



*iii) Through joint operations (e.g., monitoring or procurement) with other partners.*

**Risk Management**

- *Specify the key risks that can potentially impact the achievement of results through the chosen strategy.*
- *Describe how project risks will be mitigated, especially how potential adverse social and environmental impacts will be avoided where possible and otherwise managed.*

## RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the CPAP Results and Resource Framework:				
Outcome indicators as stated in the CPAP Results and Resources Framework, including baseline and targets:				
Applicable Output(s) from UNDP Strategic Plan:				
Project title and ID :				
OUTPUTS AND TOC	OUTPUT INDICATORS <sup>1</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
Specify each output that is planned to help achieve the outcome.  <b>Output 1</b> For each output, describe how it relates to the project's theory of change about how it will help to achieve the outcome.	<b>Results Indicator 1.1</b> Data Source: Frequency: Baseline (year): (Women: ; Men: ) Target (year): (Women: ; Men: )  <b>Results Indicator 1.2</b> ...	1.1 Activity 1.2 Activity 1.3 Activity 1.4 Activity  Cite assumptions made about how activities will deliver this output, and key risks that would affect delivery of the output.	Specify partner that will be engaged by the Implementing Partner, if applicable, to carry out these activities.  Specify the role of other stakeholders and/or initiatives that will work with or alongside the project to achieve the outputs.	Specify the nature and total costs of the inputs needed to produce each output.  Can also include inputs provided in kind that are key to achieving the output.  Monitoring Costs:
<b>Output 2</b> For each output, describe the theory of change about how it will help to achieve the outcome.	<b>Results Indicator 2.1</b> Data Source: Frequency: Baseline (year): Target (year):	2.1 Activity 2.2 Activity  Cite assumptions made about how activities will deliver this output, and key risks that would affect delivery of the output.	As above.	As above.  Monitoring Costs:  Evaluation Costs:

<sup>1</sup> It is recommended that projects use output indicators from the Strategic Plan, as relevant, in addition to project-specific results indicators

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## MONITORING AND EVALUATION

The project activities will be closely monitored by UNDP and the Economic Planning Unit in the Prime Minister's Department (EPU) as outlined in the *Country Programme Action Plan 2016-2020 Part VII: Monitoring and Evaluation*.

### Within the annual cycle

- **Track Progress.** Following the frequency cited in the monitoring plan, progress data against the results indicators will be collected and analysed to assess the progress of the project in achieving the agreed outputs. National data sources should be used whenever possible. Slower than expected progress will be addressed by the project management.
- **Monitor and Manage Risk.** Based on the initial risk analysis identified, a risk log shall be actively maintained, including by reviewing the external environment that may affect the project implementation. Risk management actions will be identified and monitored using a risk log. This includes monitoring social and environmental management 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 audit policy to manage financial risk.
- **Evaluate and Learn.** Evaluations shall be conducted in accordance with the evaluation plan. Knowledge, good practices and lessons should be captured and shared, as well as actively sourced from other projects and partners, and integrated back into the project. If a project evaluation is required (e.g., when mandated by partnership principles, or due to the complexity or innovative aspects of the project), it should be conducted in accordance with the project's evaluation plan.
- **Review and Make Course Corrections.** The project management will review the data and evidence collected (through all of the above) on a regular basis within the annual cycle, and make course corrections as needed. The frequency of review depends on the needs of the project, but an internal review of the available progress data against the results indicators is recommended to be undertaken at least quarterly. Any significant course corrections that require a decision by the Project Board should be raised at the next Project Board meeting.

### Annually

- **Annual Project Quality Rating.** On an annual basis and at the end of the project, the quality of the project will be rated by the UNDP Quality Assurance Assessor against the quality criteria identified in UNDP's Project Quality Assurance System. Any quality concerns flagged by the process must be addressed by project management.
- **Annual Project Review and Report.** The Project Board shall hold a project review at least once per year to assess the performance of the project and appraise the Annual Work Plan for the following year. An Annual Progress Report will be presented to the Project Board for the review, 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. Any quality concerns or slower than expected progress should be discussed by the project and management actions agreed to address the issues identified. This review is driven by the Project Board and may involve other stakeholders as required.

### **Closure**

- 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, if applicable.

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following approaches:

The specific project monitoring and review meetings are as follows:

- **National Steering Committee Meetings**

The National Steering Committee (NSC) will meet after the receipt of each project report or at least once a year, whichever is greater and address project issues raised by the National Project Director, review project progress reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plan. A final NSC meeting should also be held at the end of project completion to agree to and endorse the final findings and outcomes of the project and to make recommendations towards project closure.

- **Technical Working Committee Meetings**

The Technical Working Committee (TWC) will meet as regularly as required to assist the NSC in monitoring and advising the technical implementation of the project and its activities. The TWC acts as the technical advisors to the NSC, and regularly reviews the progress of all project components.

- **Annual Project Review Meeting**

If required, an internal review meeting will be chaired by EPU during the fourth quarter of the year to assess the performance of the project based on the Annual Work Plan (AWP) submitted at the beginning of the calendar year as well as the Annual Progress Report submitted during the fourth quarter of each calendar year. The review will involve all key project stakeholders and the Implementing Partner, and will focus on the extent to which progress have been made towards achievement of the outputs and that they remain aligned to appropriate outcomes as outlined in the project document. This review should update output targets and results achieved.

- **Final Project Review Meeting**

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

The specific project progress reporting documents are as follows:

- **Mid Year Progress Report (MYPR)**

A Mid Year Progress Report shall be prepared by the Project Manager and shared with the NSC by 30 June of each project year. As a minimum requirement, the Mid Year Progress Report shall utilize the standard template for the Annual Project Report (APR) covering a six month period. The completed and signed MYPR will be submitted by the Implementing Partner to EPU by the first week of July, annually.

- **Annual Progress Report (APR)**

An Annual Progress Report shall also be prepared by the Project Manager and shared with the NSC by the end of the last quarter of each year. The Annual Progress Report shall highlight risks and challenges, the summary of results achieved, and lessons learnt of the project for that reporting year. The completed and signed APR will be submitted by the Implementing Partner to EPU by the third week of December, annually.

- **Final Project Review Report**

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

- Lessons learnt log - summarizing the information captured throughout the implementation of the project
- Minutes of NSC meetings
- Minutes of TWC meetings
- Annual signed CDRs
- Statements of cash position (if applicable)

- **Final Project Evaluation**

Project evaluation assesses the performance of a project in achieving its intended results. It yields useful information on project implementation arrangements and the achievement of outputs. It is at this level that direct cause and attribution can be addressed given the close causal linkage between the intervention and its effect or output.

Project evaluation provides valuable information to support informed decision-making and serves to reinforce the accountability of Implementing Partner. Depending on the purpose, project evaluations can be commissioned by the management at any time during the project cycle: at mid point, just before or after completion. They should ideally take place around the time of completing a project to determine the future of the project (e.g. continuation or termination of the project), to decide whether the concept should be scaled up or replicated elsewhere, and/or to generate lessons that are of strategic significance for the organization.

The specific financial monitoring and quality assurance are as follows:

- **Combined Delivery Reports**

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

- **Audit**

Audit is an integral part of sound financial and administrative management, and of the UNDP accountability framework. The project will be audited at least once in its lifetime and in accordance with the threshold established for the annual expenditures by the Office of Audit and Investigations (OAI). The audit provides assurance that resources are used to achieve the results described and that UNDP and government cost sharing resources are adequately safeguarded.

The Auditor-General's Office may undertake the audits of Government Implementing Partners. If the Auditor-General's Office chooses not to undertake the audits of specific Implementing Partners with the frequency and scope required by UNDP and EPU, such audits will be commissioned by UNDP to be undertaken by private sector audit services.

Assessments and audits of non-Government Implementing Partners will be conducted in accordance with the policies and procedures of UNDP. The selection of an Audit Firm shall be through a competitive Request for Proposals, in consultation with the Implementing Partner and EPU.

The audit is expected to provide assurance related to the following broad areas:

- Project progress and rate of delivery
- Financial management
- Procurement of goods and /or services
- Human resource selection and administration
- Management and use of equipment and inventory
- Record-keeping systems and controls
- Management structure
- Auditors' comments on the implementation status of prior year audit

**MULTI-YEAR WORK PLAN**

EXPECTED OUTPUTS and RESULT INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Y1	Y2	Y3	Y4		Funding Source	Budget Description
<b>Output 1</b>  Result indicator 1.1 Baseline (year): Target (Y1, Y2, Y3, Y4):	1.1 Activity							
	1.2 Activity							
	1.3 Activity							
	1.4 Activity							
	MONITORING							
<b>Output 2</b>  Result indicator 2.1 Baseline (year): Target (Y1, Y2, Y3, Y4):	2.1 Activity							
	2.2 Activity							
	2.3 Activity							
	2.4 Activity							
	MONITORING							
EVALUATION (as relevant)	EVALUATION							
<b>TOTAL</b>								

---

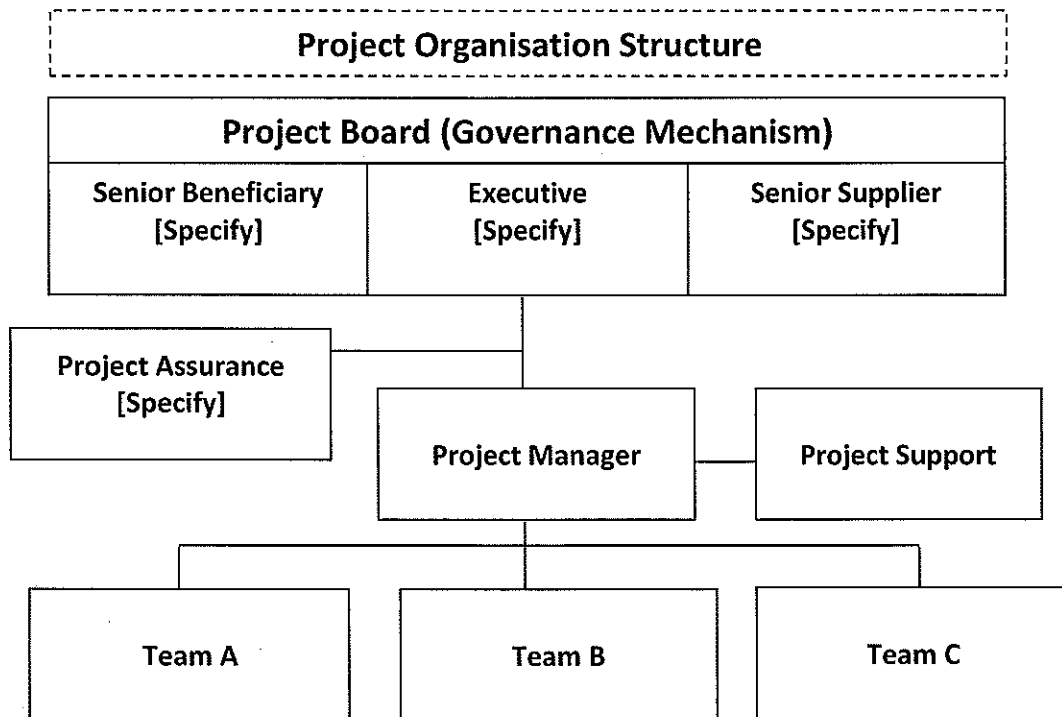
## GOVERNANCE AND MANAGEMENT ARRANGEMENTS

Explain the roles and responsibilities of the parties involved in governing and managing the project. While an example diagram is below, it is not required to follow this diagram exactly.

Minimum requirements for a project's governance arrangements include stakeholder representation (i.e., UNDP, national partners, beneficiary representatives, donors, etc.) with authority to make decisions regarding the project.

Describe how target groups will be engaged in decision making for the project, to ensure their voice and participation. The project's management arrangements must include, at minimum, a project manager and project assurance that advises the project governance mechanism.

In this section, also describe the audit arrangements, collaborative arrangements with related projects and UNDP Direct Country Office Support Services, if applicable.





## **Programme Management Arrangements**

### **National Steering Committee (NSC)**

A National 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 (state the designated representative from the Implementing Partner). The Committee will be composed of representatives from EPU, UNDP Malaysia and other relevant stakeholders to be identified. The TORs of the NSC shall be agreed among the stakeholders within the first two months of the project.

### **National Project Director (NPD)**

The National Project Director 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 co-coordinating 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 National Steering Committee or the Project Manager based on the required project milestones. The (state the designated representative from the Implementing Partner) will be the NPD of the project.

### **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 representative from EPU, UNDP Malaysia and respective Divisions from the Implementing Partner as well as other relevant stakeholders to be determined by the National Steering Committee.

### **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.

## **Financial Management Arrangements**

Based on the approved AWP, 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;
- 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;
- Maintaining an up to date accounting system that contains records and controls to ensure the accuracy and reliability of financial information and reporting. Expenditures made should be in accordance with the, Annual Work Plans and budgets.

At the end of a quarter/year UNDP prepares a Combined Delivery Report (CDR) which records all disbursements made under the project for verification. The 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 resources 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 approval decision made by the project NSC, 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
- 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 of training activities and assistance in carrying them out.

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 contribution:

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

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## LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

### **Alternative A [when the implementing partner is a government agency (NIM) or a CSO]**

Consistent with the Article III of the Standard Basic Assistance Agreement (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:

- a) 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;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the 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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

### **Alternative B [where the implementing partner is UNDP (DIM), the UN, a fund/programme of the UN, or UN agency]**

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

## ANNEX I: PROJECT BUDGET

## ANNEX II: RISKS AND MITIGATION

Description	Type	Impact Probability &	Mitigation Measures
Risk 1		Probability: Impact:	
Risk 2		Probability: Impact:	
Risk 3		Probability: Impact:	

### ANNEX III: FINANCIAL ARRANGEMENTS

The UNDP Resident Representative ensures that the project has an internal control system that allows it to monitor effectively the financial activity of the project and to support and monitor the progress towards achieving results.

UNDP may assist with direct payments to other parties for goods and services provided to the project. In this connection, the government implementing agency will forward to the UNDP a standard form and keep all the original record of the transaction such as purchase orders, invoices, receipts, delivery orders etc.

#### **ANNEX IV: TERMS OF REFERENCE: NATIONAL STEERING COMMITTEE (NSC)**

The National Steering Committee (NSC) will monitor the conduct of the project and provide strategic guidance to the project team on the implementation of the project. The NSC will be chaired by the (state designation of the representative from the Implementing Partner).

The (state the division of the Implementing Partner) will act as Secretariat to the NSC. Members of the NSC will consist of representatives from the relevant divisions in (state the name of the Implementing Partner) and other relevant stakeholders to be determined by the Committee.

The NSC will meet after the receipt of each project report or at least once a year, whichever greater. The NSC will have the following duties and responsibilities:

- Provide policy guidance on matters pertaining to the implementation of the project;
- Monitor and evaluate the implementation of the project towards fulfilment of the objectives stated in the project document;
- Review, approve and endorse proposed work plan and budget;
- Initiate remedial actions to overcome all constraints in progress of the project;
- Review and approve relevant changes to the project design;
- Coordinate the roles of the various organizations involved in the execution of the project and ensure harmony with related activities;
- Advice on the long term sustainability strategy of the project;
- Review and approve all related reports to the projects.

## **ANNEX V: TERMS OF REFERENCE: TECHNICAL WORKING COMMITTEE (TWC)**

The Technical Working Committee (TWC) will assist the NSC in monitoring the conduct of the project and providing technical guidance on the implementation of the project. The TWC will act as technical advisors to the NSC.

The TWC will be chaired by (state designation of the representative from the Implementing Partner) and the (state the division of the Implementing Partner) will act as Secretariat to the TWC. The members of the TWC will consist of representatives from the relevant divisions and other relevant stakeholders to be determined by the NSC.

The TWC will be specifically responsible for:

- Provide 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 good practices and standards;
- Monitor and evaluate the technical implementation of the project towards fulfilment of the objectives stated in the project document;
- Review and comment on the proposed technical work plan and budget; and
- Regular monitoring of the progress of the project and recommend approved technical reports to the NSC.



## ANNEX VI: TERMS OF REFERENCE: NATIONAL PROJECT DIRECTOR

The National Project Director (NPD) is a staff member of the Government of Malaysia's implementing agency of a UNDP-supported project and in this case will be the (state designation of the representative from the Implementing Partner). The main responsibility is to coordinate project activities among the main parties to the project: the Government co-coordinating authority, the consultant, and UNDP.

Specifically, the NPD works in close collaboration with UNDP and responsibilities include:

- Ensuring that the project document and project revisions requiring Government's approval are processed through the Government co-ordinating authority, in accordance with established procedures;
- Preparing work plans in discussion with UNDP;
- Mobilizing national institutional mechanisms for smooth progress of project;
- Providing formal project/deliverable sign-off and acceptance upon verification of the project outputs;
- Reviewing project status reports;
- Providing direction and guidance on project-related issues;
- Providing advice and guidance to the project team.

## ANNEX VI: TERMS OF REFERENCE: PROJECT MANAGER

The Project Manager will be primarily focused on the administrative, financial and operational aspects of the project. The project manager's role is to manage and coordinate the implementation of various project activities in ensuring quality and timeliness of activities and delivery of outputs.

The specific tasks of the Project Manager are:

- Provide direction for the project based on the project document and decisions made by the TWC and NSC;
- Manage and coordinate the implementation of project activities to ensure the maintenance of quality and timeliness, and delivery of output;
- Liaise and work closely with the project partners and beneficiaries;
- Report regularly to the NSC and TWC on the project's progress;
- Maintain close contact with designated focal points from UNDP and other 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 UNDP;
- Coordinate and facilitate the work of multiple component teams engaged in the implementation of project activities;
- Work closely with key stakeholders in the drafting and preparation of relevant Terms of Reference for local consultants;
- Monitor the project funds and resources. Prepare progress and financial reports of the project when required;
- Maintain an up-to-date accounting system to ensure accuracy and reliability of financial reporting;
- Be responsible for the delivery of the project results and final outputs;
- Establish a monitoring plan for activities implemented by project consultants;
- Be actively involved in the preparation of relevant knowledge products (including publications and reports);

Duration:

Reports to:

**ANNEX VII: PROJECT ANNUAL REPORT TEMPLATE**

**ANNUAL PROGRESS REPORT 2016**

**Section 1: Overall Implementation of Project Outputs as Per Signed Annual Work Plan 2016**

<b>2016 AWP Budget:</b> <b>2016 AWP Budget (Revised):</b> <b>2016 Expenditure:</b> <b>2016 Expenditure (%):</b> <b>2016 In-Kind Contribution:</b>	<b>Total Project Budget:</b> <b>Total Project Expenditure:</b> <b>Total Project Expenditure (%):</b> <b>Total In-Kind Contribution:</b> <b>Gender Marker Rating (ATLAS):</b>
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<p><b>OUTPUT 1:</b></p> <p><b>Activity 1:</b>  <b>Target 2016:</b>  <b>Achievement and Results 2016:</b></p> <p><b>Activity 2:</b>  <b>Target 2016:</b>  <b>Achievement and Results 2016:</b></p> <p>Remarks if any project activities and targets were not implemented or amended.</p>
<p><b>OUTPUT 2:</b></p> <p><b>Activity 1:</b>  <b>Target 2016:</b>  <b>Achievement and Results 2016:</b></p> <p><b>Activity 2:</b>  <b>Target 2016:</b>  <b>Achievement and Results 2016:</b></p> <p>Remarks if any project activities and targets were not implemented or amended.</p>
<p><b>OUTPUT 3:</b></p> <p><b>Activity 1:</b>  <b>Target 2016:</b>  <b>Achievement and Results 2016:</b></p> <p><b>Activity 2:</b>  <b>Target 2016:</b>  <b>Achievement and Results 2016:</b></p> <p>Remarks if any project activities and targets were not implemented or amended.</p>

**Section 2: Project Contribution to National Development Agenda in 2016**

**2.1 Contribution to Analysis/ Development/ Refinement of National or Sectoral Policies, Strategies and Action Plans**  
*(Note: Please indicate and elaborate on how the outputs have been utilized by the Implementing Partner to contribute to analysis/ development/ refinement of National or Sectoral Policies, Strategies and Action Plans. Please also indicate if the outputs have contributed to the implementation of the 10<sup>th</sup> Malaysia Plan or inputs into the 11<sup>th</sup> Malaysia Plan preparatory work.)*

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

**2.2 Contribution to awareness raising or convening on key thematic issues**  
*(Note: Please indicate the thematic issues, objective of activities and the number of participants and affiliations.)*

<input type="checkbox"/> Yes	Topic: Objective: Participants Pax: Affiliations (Name the Ministries involved and indicate the number of private sector, civil society organizations and academia who participated):
<input type="checkbox"/> No	

**2.3 Contribution to capacity development and institutional arrangements (Mandatory response)**  
*(Note: Please indicate if capacities are being built to implement or sustain systemic changes.)*

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

**2.4 Contribution to development of new datasets, statistics or models**  
*(Note: Please indicate if datasets, statistics or models have been generated or improved/ updated. Please also indicate on how these have been utilized by the Implementing Partner to strengthen national evidence based policy making. )*

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

**2.5 Contribution to Gender Equality**  
*(Note: Please specify aspects of project activities and outputs that have contributed to gender equality. E.g: gender disaggregated data have been produced; activities was gender inclusive; gender analysis of outputs have been generated; outputs have been utilized in state/national/agency policies in gender sensitive ways; and/or stakeholder capacity in collecting, retrieving, and analyzing data with a gender perspective have been supported.)*

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

**2.6 Demonstration or Pilot Initiative**  
*(Note: Please indicate if demonstration or pilot initiatives were undertaken and how outputs have contributed to inform decision-making and/or national policy and also if it has led to actual/ planned upscaling or replication. )*

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

**2.7 Review of Risk Analysis and Action**

*(Note: Upon reviewing the Risk Analysis stated in the Project Document, please indicate if the risks status were monitored and updated regularly. Please also highlight mitigation steps undertaken, if applicable.)*

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

**2.8 Areas of Improvement for Project Management and Implementation**

*(Note: Please indicate any additional comments on areas of improvement that should be taken into consideration by EPU and UNDP Malaysia in the implementation of future projects.)*

--

**Section 3: Project Extension into 2017**

**(NOTE: APPLICABLE ONLY TO PROJECTS ORIGINALLY SCHEDULED FOR COMPLETION IN 2016)**

Please indicate reasons for the project extension
Proposed duration of project extensions XX Months
Agreement by National Steering Committee: Date of Meeting: Minutes Attached: <input type="checkbox"/> Yes <input type="checkbox"/> No

Annual Progress Report 2016 approved by:

.....  
Name  
Designation

## ANNEX VIII: REQUEST FOR DIRECT PAYMENT FORM

**Request For Direct Payment**  
RDP01



To be used by projects executed by National Agencies or NGOs

**To:** UNDP Country Office [Agency to complete]      **From:** [Requesting Agency to complete]  
**Attn:** UNDP Resident Representative [Agency to complete]      **Authorizing Officer:** [requesting Agency to complete]  
**FAX:** Country Office fax number [Agency to complete]      **Signature:**  
**Cc:**      **Request Date:**  
**Subject:** Request for Direct Payment to be made by UNDP

In accordance with the activities as defined in the Annual Work Plan (APW), we hereby request UNDP to make the following direct payment to the payee below

<b>Project Title and Number</b>	
<b>Total Amount</b>	
<b>Purpose of Payment</b>	<i>Short description</i>
<b>Payee:</b> <i>(please provide as much details as possible)</i>	Name: Address: Invoice n.:                      Contract n.: Due date: [one time date or recurrent monthly date] Payment mode requested: Cheque/Transfer Blanket payment for monthly salaries/personnel: from dd/mm/yy to dd/mm/yy  <u><b>For Bank Transfer only</b></u> Bank Name: Account n.:

Cost distribution					
Project ID	Activity	Donor	Fund	Budget Account	Curr/Amount

**Certification:** The authorized official hereby certifies:

- that this payment has not previously been made;
- that this payment is in accordance with the Annual Work Plan (AWP);
- that this payment is covered by funds available in the project budget;
- that this payment is for goods and services that have been delivered to the satisfaction of the requesting agency;
- that copies of invoices and other supporting documentation will be available for audit verification.

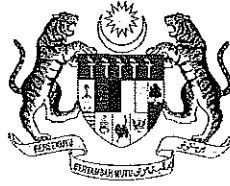
**NOTE:** Instead of transmission by fax, the signed form should be sent via email whenever possible. Supporting documentation when required by the office should also be scanned and attached to the email.



**ANNEX D: PROJECT DOCUMENT TEMPLATE: GLOBAL ENVIRONMENTAL FACILITY FUNDS**



Empowered lives.  
Resilient nations.



**United Nations Development Programme  
Country: MALAYSIA  
PROJECT DOCUMENT**

**Project Title:**

**UNDAF Outcome(s):**

**UNDP Strategic Plan 2014-2017 Primary Outcome:**

**UNDP Strategic Plan 2014-2017 Secondary Outcome:**

**Expected CP Outcome(s):**

**Expected CPAP Output (s)**

**Executing Entity/Implementing Partner:**

**Implementing Entity/Responsible Partners:**

Brief Description	
XXX	
Programme Period:  Atlas Award ID: Project ID: PIMS # Start date: End Date  Management Arrangements PAC Meeting Date	Total resources required (USD): Total allocated resources (USD): <ul style="list-style-type: none"> <li>• GEF:</li> <li>Other (in-kind &amp; in-cash):</li> <li>• Federal &amp; Local Govt       :</li> <li>• UNDP                               :</li> <li>• Cost Sharing                   :</li> <li>Leveraged Co-finance</li> <li>• Private Sector               :</li> </ul> GEF GMS XXX

**Agreed by (Economic Planning Unit):** \_\_\_\_\_

**Agreed by UNDP:** \_\_\_\_\_

**Agreed by (Implementing Partner):** \_\_\_\_\_



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# Acronyms

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## **1 SITUATION ANALYSIS**

### **1.1 Country Context and Global Significance**

1. XXX.

### **1.2 Threats and Root Causes**

2. XXX

### **1.3 Barrier Analysis**

*From Logical Framework Analysis exercise*

### **1.4 Key Stakeholders**

*Stakeholders involved in the implementation of the project at national and sub-national levels (public, private sectors, academia, CSO / NGO)*

### **1.5 Baseline Analysis**

*On-going and upcoming programme/projects/initiatives that support the implementation of the project during the project period. They also serve as baseline activities in incremental cost analysis.*

---

## **2 STRATEGY**

### **2.1 Project Rationale and Policy Conformity**

### **2.2 Country Ownership: Country Eligibility**

*MEA ratification*

### **2.3 Country Drivenness**

*National policies and status of national adoption related to the project*

### **2.4 Design Principles and Strategic Considerations**

### **2.5 Alternative Scenario**

*Scenario analysis incase GEF assistance is required*

### **2.6 Project Goal, Objective, Outcomes and Outputs/Activities**

*Detail description of project components*

### **2.7 Financing Modality (co-financing)**

*Detail description on co-financing*

## **2.8 Cost Effectiveness**

*Translated into abatement cost of CO2 emission (incase of climate change projects)  
or benefit cost analysis of project implemented*

## **2.9 Sustainability, Replicability, and Impacts**

### 3 PROJECT RESULTS FRAMEWORK

This project will contribute to achieving the following Country Programme Outcome as defined in CPAP:
Country Programme Outcome Indicators:
Primary applicable Key Environment and Sustainable Development Key Result Area:
Applicable GEF Strategic Objective and Program:
Applicable GEF Expected Outcomes:
Applicable GEF Outcome Indicators:

Strategy	Indicator	Baseline	Targets	Source of verification	Critical Assumptions
Project Objectives X					
Outcome 1 X	X				

#### 4 TOTAL BUDGET AND WORK PLAN

Award ID:	Project ID(s):
Award Title:	
Business Unit:	
Project Title:	
PIMS	
Implementing Partner (Executing Agency)	

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	See Budget Note:	
OUTCOME 1.1:		62000	GEF	71200	International Consultant								
				71300	Local Consultant								
				71600	Travel								
				72200	Equipment								
				74500	Miscellaneous								
				75700	Training, Workshops and Conference								
					Sub-total								
Project management		62000	GEF	71200	International Consultant								
				71300	Local Consultant								
				71400	Contractual Individual Svc								
				71600	Travel								
				72200	Equipment								
				74500	Miscellaneous								



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## 5 MANAGEMENT ARRANGEMENTS

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## 6 MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following M&E activities. The M&E budget is provided in the Table below.

### **GEF M&E Framework**

#### *Project start:*

1. Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.
2. The Inception Workshop should address a number of key issues including:
  - Assist all partners to fully understand and take ownership of the project. Detail the roles; support services and complementary responsibilities of UNDP CO and RCU staff vis-à-vis the project team. Discuss the roles, functions; and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
  - Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
  - Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
  - Discuss financial reporting procedures and obligations, and arrangements for annual audit.
  - Plan and schedule Project Board meetings. Roles and responsibilities of all project organisation structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 12 months following the inception workshop.

An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

#### *Quarterly:*

3. Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform. Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and



probability are high. Note that for UNDP GEF projects, all financial risks associated with financing mechanisms are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical). Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot. Other ATLAS logs can be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

*Annually:*

4. The Annual Project Review/Project Implementation Reports (APR/PIR) is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.
5. The APR/PIR includes, but is not limited to, reporting on the following:
  - o Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
  - o Project outputs delivered per project outcome (annual).
  - o Lesson learned/good practice.
  - o AWP and other expenditure reports
  - o Risk and adaptive management
  - o ATLAS QPR
  - o Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis.

*Periodic Monitoring through site visits*

6. UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the PSC may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and PSC members.

*Mid-term of project cycle:*

7. The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (July 2017). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Centre (ERC).
8. The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

*End of Project:*

9. An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.
10. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response that should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Centre (ERC). The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.
11. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also layout recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

*Learning and knowledge sharing:*

12. Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyse, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

**Other M&E Framework**

13. In addition to the GEF M&E framework as mentioned above, the project activities will be closely monitored by UNDP country office according to the NIM where the following will be conducted:
  - o National Steering Committee Meetings - The National Steering Committee (NSC) will meet after the receipt of each project report or at least twice a year, whichever is greater and address project issues raised by the Project Manager, review project progress reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to the project document. A final NSC meeting should also be held at the end of project completion to agree to and endorse the final findings and outcomes of the project and to make recommendations towards project closure.
  - o Technical Advisory Group (TAG) or Project Review Committee (PRC) Meetings - TAG will meet as regularly as required to assist the NSC in monitoring and advising the technical implementation of the project and its activities. The TAG acts as the technical advisors to the NSC, and regularly reviews the progress of all project components. TWG will recommend projects to be endorsed by NSC.

- Annual Project Review Meeting - This internal review meeting will be chaired by EPU as the co-signee of the project document during the fourth quarter of the year to assess the performance of the project based on the Annual Work Plan (AWP) submitted at the beginning of the calendar year as well as the Annual Progress Report submitted during the fourth quarter of each calendar year. The review will involve all key project stakeholders and the Implementing Partner, and will focus on the extent to which progress have been made towards achievement of the outputs and that they remain aligned to appropriate outcomes as outlined in the project document. This review should update output targets and results achieved. In the last year of the project, the review will be a final assessment.
- Final Project Review Meeting - A Final Project Review meeting will be conducted towards the end of the project completion. Its purpose is to assess the performance and success of the project. It should look at sustainability of the results, including the contribution to related outcomes (and the status of these outcomes) and capacity development. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-funded projects. The meeting will discuss the Final Project Review Report that should be submitted two weeks prior to the Final Project Review Meeting.

### *Progress Reporting Documents*

- Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform, mainly from the Quarterly Reports
- Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high.
- Mid-Year Progress Report (MYPR) - A Mid-Year Progress Report (1 Jan – 30 June) shall be prepared by the Project Manager, approved by NPD and shared with the NSC by 30 June of each project year. As a minimum requirement, the Mid-Year Progress Report shall utilize the standard template for the Annual Project Report (APR) covering a six month period.
- Annual Progress Report (APR) - An Annual Progress Report (1 Jan – 31 Dec) shall also be prepared by the Project Manager and shared with the NSC by the end of the last quarter of each year. The Annual Progress Report shall highlight risks and challenges, the summary of results achieved, and lessons learnt of the project for that reporting year
- Final Project Review Report - This document which is prepared by the implementing partner is a structured assessment of progress based on the chain of results initially defined in the Project Document and Annual Work plan (AWP) and will include information on financial allocations of expenditure. It may be supplemented by additional narrative to meet specific reporting needs of stakeholders, especially the donor(s). This report will be discussed at the Final Project Review meeting mentioned above. The following should be submitted together with the report:
  - Lessons learnt log - summarizing the information captured throughout the implementation of the project
  - Minutes of NSC meetings
  - Minutes of TWG meetings
  - Annual signed CDRs
  - Statements of cash position (if applicable)
  - Statements of assets and equipment

## **Financial Monitoring and Quality Assurance**

- Combined Delivery Reports - The Combined Delivery Report (CDR) is the report that reflects the total expenditures and actual obligations (recorded in Atlas) of a Project during a period. This report is prepared by UNDP using Atlas and shared with the implementing partner on a quarterly basis and at the end of each year. The Implementing Partner is required to verify each transaction made and sign the quarterly issued CDR report. Statements of cash position as well as assets and equipment should also be submitted together with the CDR on a yearly basis.
- Audit - The Government will provide the UNDP Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the programming and finance manuals. The project will be conducted according to UNDP financial regulations and rules and applicable audit policies. The audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.
- Compliance with the Minimum Operating Security Standards - The project will comply with the UNDP MOSS

## **Communications and visibility requirements:**

- Full compliance is required with GEF and UNDP's Branding Guidelines. These can be accessed at <http://intra.undp.org/coa/branding.shtml>, and specific guidelines on UNDP logo use can be accessed at: <http://intra.undp.org/branding/useOfLogo.html>. Amongst other things, these guidelines describe when and how the UNDP logo needs to be used, as well as how the logos of donors to UNDP projects need to be used. For the avoidance of any doubt, when logo use is required, the UNDP logo needs to be used alongside the GEF logo. The GEF logo can be accessed at: [http://www.thegef.org/gef/GEF\\_logo](http://www.thegef.org/gef/GEF_logo). The UNDP logo can be accessed at <http://intra.undp.org/coa/branding.shtml>.
- Full compliance is also required with the GEF's Communication and Visibility Guidelines (the "GEF Guidelines"). The GEF Guidelines can be accessed at: [http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08\\_Branding\\_the\\_GEF%20final\\_0.pdf](http://www.thegef.org/gef/sites/thegef.org/files/documents/C.40.08_Branding_the_GEF%20final_0.pdf).
- Amongst other things, the GEF Guidelines describe when and how the GEF logo needs to be used in project publications, vehicles, supplies and other project equipment. The GEF Guidelines also describe other GEF promotional requirements regarding press releases, press conferences, press visits, visits by Government officials, productions and other promotional items.
- Where other agencies and project partners have provided support through co-financing, their branding policies and requirements should be similarly applied.

Table 1: Monitoring and Evaluation work plan and budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> <li>▪ Project Manager</li> <li>▪ CTA</li> <li>▪ UNDP CO, UNDP GEF</li> </ul>	Indicative cost: X	Within first three months of project start up
Measurement by Means of Verification of	<ul style="list-style-type: none"> <li>▪ UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and</li> </ul>	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
project results.	institutions, and delegate responsibilities to relevant team members.		evaluation cycle) and annually when required.
Measurement by Means of Verification for Project Progress on <i>output and implementation</i>	<ul style="list-style-type: none"> <li>▪ Oversight by Project Manager</li> <li>▪ CTA</li> <li>▪ Project team</li> </ul>	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ CTA</li> <li>▪ UNDP CO</li> <li>▪ UNDP RTA</li> <li>▪ UNDP EEG</li> </ul>	Part of Project Management Budget	Annually
NSC meetings	<ul style="list-style-type: none"> <li>▪ Project Manager</li> </ul>	Indicative cost: X (total for 5 years)	Following Inception Workshop and at least annually thereafter.
Periodic status/ progress reports	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> </ul>	Part of Project Management Budget	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ CTA</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	Indicative cost: X	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ UNDP RCU</li> <li>▪ External Consultants (i.e. evaluation team)</li> </ul>	Indicative cost: X	At least three months before the end of project implementation
Project Terminal Report	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ UNDP CO</li> <li>▪ External Consultant</li> </ul>	Part of Project Management Budget	At least three months before the end of the project
Lessons Learned Report	<ul style="list-style-type: none"> <li>▪ Project manager and team</li> <li>▪ CTA (for first 3 years)</li> <li>▪ UNDP CO</li> <li>▪ External Consultant</li> </ul>	Part of Project Management Budget	Yearly
Audit Interim/ NEX Audit (as per OAI requirements)	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ Project manager and team</li> <li>▪ National Audit Department</li> <li>▪ Private sector auditors (if necessary)</li> </ul>	Indicative cost: X	Yearly
Visits to field sites	<ul style="list-style-type: none"> <li>▪ UNDP CO</li> <li>▪ UNDP RCU (as appropriate)</li> <li>▪ NSC members</li> <li>▪ Government representatives</li> </ul>	Part of Project Management Budget	Yearly
<b>TOTAL indicative COST</b> Excluding project team staff time and UNDP staff and travel expenses		US\$ X	

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## 7 LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

### **Alternative A [when the implementing partner is a government agency (NIM) or a CSO]**

Consistent with the Article III of the Standard Basic Assistance Agreement (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:

- a) 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;
- b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the 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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

### **Alternative B [where the implementing partner is UNDP (DIM), the UN, a fund/programme of the UN, or UN agency]**

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system. UNDP agrees to undertake all reasonable efforts to ensure that none of the project funds are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## 8 ANNEXES 1 - RELEVANT INFORMATION

## 9 ANNEX 2 -- ANNUAL TARGETS

Strategy	Indicator	Baseline	Year 1	Year 2	Year 3	Year 4	Year 5	Target
Project Objectives XX	XXX							
Outcome 1.1 X.	XX							



## 10 ANNEX 3 – RISK ANALYSIS

### OFFLINE RISK LOG

Project Title:		Project ID:			Date:				
#	Description	Date Identified	Type	Impact / Probability	Countermeasures / Management Response	Owner	Submitted, updated by	Last Update	Status (Compared with previous evaluation)
1									

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**11 ANNEX 4 – CO-FINANCING LETTERS AND AGREEMENTS.**

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## **12 ANNEX 5 – TERMS OF REFERENCE**

**National Project Director (NPD)**

**National Project Manager**

**Project Assistant**

**Funding Authorization and Certificate of Expenditures**

Country: \_\_\_\_\_  
 Programme Code & Title: \_\_\_\_\_  
 Project Code & Title: \_\_\_\_\_  
 Responsible Officer(s): \_\_\_\_\_  
 Implementing Partner: \_\_\_\_\_  
 Project Request Payment No: \_\_\_\_\_

Procedures of  
 Gov of Malaysia  
 UNDP

UN Agency: \_\_\_\_\_

Type of Request:  
 Direct Cash Transfer (DCT)  
 Reimbursement  
 Direct Payment

Date: \_\_\_\_\_

Activity Description from AWP with Duration		Coding for UNDP		REPORTING				REQUESTS / AUTHORIZATIONS	
Activity X:		UNDP1/ Account / MYS / fund / Dept ID / Project ID / ACTIVITY / imp Agent / Donor	Actual Project Expenditure	Expenditures accepted by Agency	Balance	New Request Period & Amount	Authorised Amount	Outstanding Authorised Amount	
			B	C	D = A - C	MM-MM-YYYY	F	G = D + F	
			0.00	0.00	0.00	E			0
<b>Total</b>			<b>0.00</b>	<b>0.00</b>	<b>0.00</b>				<b>0</b>

**CERTIFICATION**

The undersigned authorized officer of the above-mentioned implementing institution hereby certifies that:

- The funding request shown above represents estimated expenditures as per AWP and itemized cost estimates attached.
- The actual expenditures for the period stated herein has been disbursed in accordance with the AWP and request with itemized cost estimates. The detailed accounting documents for these expenditures can be made available for examination, when required, for the period of five years from the date of the provision of funds.

Date Submitted: \_\_\_\_\_ Name: \_\_\_\_\_ Title: \_\_\_\_\_

NOTES: \* Shaded areas to be completed by the UN Agency and non-shaded areas to be completed by the counterpart.

**FOR AGENCY USE ONLY:**

FOR ALL AGENCIES

Approved by: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

FOR UNICEF USE ONLY		FOR UNFPA USE ONLY	
Account Charges	Liquidation Information	New Funding Release	
Cash Transfer Reference:	DCT Reference:	Activity 1	Activity 2
C.R.Q. ref. no., Voucher ref. no.	C.R.Q. ref. no., Liquidation ref. no.		
GL codes:	DCT Amount	0	0
Training	Less:		
Travel	Liquidation		
Meetings & Conferences	Amount		
Other Cash Transfers	Balance		
<b>Total</b>	<b>0.00</b>	<b>0</b>	<b>0</b>