



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

<b>Project Title</b>	Designing Urban Observatory Governance and Data Analytics in Iskandar Malaysia
<b>UNDAF Outcome(s):</b>	N/A
<b>Expected CP<sup>1</sup> Outcome(s):</b>	Outcome 1.1: Effective policies and initiatives that promote socioeconomic inclusion, equity and resilience, especially for the bottom 40 per cent, are in place and implementation monitored;
<b>Expected CP Output(s):</b>	Output 1b: Federal and state institutions responsible for economic and urban development improve planning capacities in the design, implementation and monitoring of programmes
<b>Implementing Partner</b>	Iskandar Regional Development Authority (IRDA)
<b>11<sup>th</sup> Malaysia Plan Linkage</b>	<p><b><u>Strategic Thrust 1: Enhancing inclusiveness towards an equitable society</u></b></p> <p>Focus Area D: Accelerating regional growth for better geographic balance</p> <p><b><u>Cross-Cutting: Transforming public service for productivity</u></b></p> <p>Focus Area A: Enhancing service delivery with citizens at the centre Strategy 3: Leveraging data to enhance outcomes and lower costs</p> <p>Focus Area E: Capitalising on local authorities for quality services at the local level Strategy 4: Intensifying public engagement and data sharing by local authorities</p>

<sup>1</sup> The expected CP outcome and output statements are taken from the UNDP Country Programme Action Plan (CPAP) 2016 – 2020 that is co-signed by the Director-General of EPU and UNDP Resident Representative for Malaysia, Singapore and Brunei Darussalam on 25<sup>th</sup> March 2016.

**Brief Description**

In line with the 11<sup>th</sup> Malaysia Plan strategy to ensure geographical balance in regional growth to enhance inclusion for the bottom 40% (B40) income and other vulnerable groups, the Iskandar Malaysia Urban Observatory (IMUO) project is a 4-year collaboration between Iskandar Regional Development Authority (IRDA), United Nations Development Programme (UNDP) and Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) in developing strategic and targeted outputs to support a larger, ongoing initiative to establish the IMUO at the subnational level. This project contributes towards realising Iskandar Malaysia's vision to become a sustainable, inclusive and smart regional corridor through evidence-based spatial planning and policy making. Guided by the Sustainable Development Goals (SDG) framework, the project focuses on the development of the IMUO business plan, the review of Iskandar Malaysia's data landscape, the development of the IMUO data management policy and the building of co-ownership through a robust process of stakeholder consultation and dialogue. The outputs from this project serve as building blocks to empower IRDA to better plan and implement subnational programmes that are more tailored to the needs of the B40 and vulnerable groups, with links to the SDGs, as well as guide IRDA in the operational establishment of the IMUO.

UNDP Strategic Plan Output: 1 Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded

Atlas Project ID: 00098725

Start Date: Jun 2016

End Date: 31 Dec 2019

PAC Meeting Date: 25 Apr 2016

**Total resources required: USD 570,000**

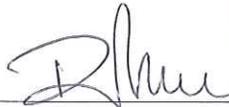
Total allocated resources:

- Regular: USD 10,000
- Government Cost Sharing (inclusive GMS): USD 560,000

In-Kind Contributions (IRDA): USD 500,000

**DATUK SERI DR. RAHAMAT BIVI YUSOFF**  
Director General  
Economic Planning Unit  
Prime Minister's Department

Agreed by Economic Planning Unit:

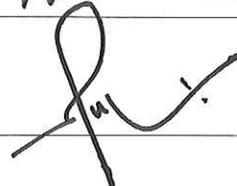


Agreed by UNDP:



**Michelle Gyles-McDonnough**  
Resident Representative

Agreed by Implementing Partner:



03 JULY 2016

## TABLE OF CONTENTS

I. DEVELOPMENT CHALLENGE.....	5
II. STRATEGY .....	20
III. RESULTS AND PARTNERSHIPS .....	26
IV. PROJECT AND RISK MANAGEMENT.....	29
V. RESULTS AND RESOURCES FRAMEWORK .....	30
VI. MONITORING AND EVALUATION.....	38
VII. MULTI-YEAR WORK PLAN .....	42
VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS.....	47
IX. LEGAL CONTEXT .....	48
ANNEX I: PROJECT BUDGET.....	51
ANNEX II: RISKS AND MITIGATION .....	55
ANNEX III: FINANCIAL ARRANGEMENTS .....	57
ANNEX IV: TERMS OF REFERENCE: NATIONAL STEERING COMMITTEE (NSC).....	52
ANNEX V: TERMS OF REFERENCE: TECHNICAL WORKING COMMITTEE (TWC) .....	59
ANNEX VI: TERMS OF REFERENCE: NATIONAL PROJECT DIRECTOR.....	60
ANNEX VII: PROJECT ANNUAL REPORT TEMPLATE.....	61
ANNEX VIII: FACE FORM .....	67

## ABBREVIATIONS

<b>APR</b>	Annual Progress Report
<b>AWP</b>	Annual Work Plan
<b>BM5</b>	Big Move 5
<b>CDPii</b>	Comprehensive Development Plan II
<b>CPAP</b>	Country Programme Action Plan
<b>DID</b>	Department of Irrigation and Drainage
<b>DOE</b>	Department of Environment
<b>DOS</b>	Department of Statistics
<b>EPU</b>	Economic Planning Unit
<b>FACE</b>	Funding Authorisation and Certificate of Expenditures
<b>GCS</b>	Government Cost Sharing
<b>GLC</b>	Government-Linked Company
<b>HACT</b>	Harmonised Approach to Cash Transfer
<b>HDI</b>	Human Development Index
<b>IM</b>	Iskandar Malaysia
<b>IMGIS</b>	Iskandar Malaysia GeoSpatial
<b>IMUO</b>	Iskandar Malaysia Urban Observatory
<b>IRDA</b>	Iskandar Regional Development Authority
<b>JKT</b>	Local Government Department
<b>KPI</b>	Key Performance Indicator
<b>KPKT</b>	Ministry of Urban Wellbeing, Housing and Local Government
<b>KRA</b>	Key Result Area
<b>LCI</b>	Liveable Cities Index
<b>MAMPU</b>	Malaysia Modernisation Administration and Management Planning Unit
<b>MDG</b>	Millennium Development Goal
<b>MQLI</b>	Malaysia Quality of Life Index
<b>MWI</b>	Malaysia Wellbeing Index
<b>NPD</b>	National Project Director
<b>NPP</b>	National Physical Plan
<b>NSC</b>	National Steering Committee
<b>11MP</b>	11 <sup>th</sup> Malaysia Plan (2011-2015)
<b>TWC</b>	Technical Working Committee
<b>SAJ</b>	Syarikat Air Johor
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>SDG</b>	Sustainable Development Goal
<b>TRAC</b>	Target for Resource Assignment from the Core
<b>UNDP</b>	United Nations Development Programme
<b>UPEN</b>	State Economic Planning Unit

---

## I. DEVELOPMENT CHALLENGE

### Iskandar Malaysia's Policy and Development Environment

Malaysia is a country that follows a federal system governed by three levels of government i.e. federal, state and local governments. The 9th Schedule in the Federal Constitution of Malaysia contains three legislative lists that outline the distribution of power between federal and state governments. The third list is the Concurrent List delineating shared responsibilities between the two levels of government. The third-tier government or local government does not have its functions outlined in the Federal Constitution. Instead, local government falls under the ambit of the state government (item 4 in the State List) and is governed by various Acts of Parliament. Some of the main laws governing local government and its functions are the Local Government Act 1976, Town and Country Planning Act 1976 and Street, Drainage and Building Act 1974.

Therefore, as one of the 13 states in the Federation of Malaysia, spatial and development planning in Johor involves the three levels of government. Their mandates and authorities are outlined in the Federal Constitution (refer to Table 1 below). Federal government prepares the long-term and medium-term development plans i.e. Outline Perspective Plans and Malaysia Plans, as well as the National Physical Plans, while the state government of Johor prepares the Structure Plan and the local authorities prepare their respective Local Plans or Local District Plans. Prior to the formation of Iskandar Malaysia in 2006 and the gazetting of the IRDA Act in 2007 (Act 664), Johor's Structure Plan was already introduced in 2002 and the Johor Bahru District Local Plan in 2004.

**Table 1 Constitutional Division of Power between Federal and State Governments<sup>2</sup>**

Federal List	State List	Concurrent List
1. External affairs	1. Islamic law and personal and family law of persons professing the religion of Islam	1. Social welfare; social services subject to Lists I and II; protection of women, children and young persons
2. Defence	2. Land	2. Scholarships
3. Internal security	3. Agriculture and forestry	3. Protection of wild animals and wild birds; National Parks
4. Civil and criminal law and procedure and the administration of justice	4. Local government	4. Animal husbandry, prevention of cruelty to animals; veterinary services; animal quarantine
5. Federal citizenship and naturalisation	5. Other services of a local character	5. Town and country planning, except in the federal capital
6. The machinery of government (subject to State List)	6. State works and water	6. Vagrancy and itinerant hawkers
7. Finance	7. Machinery of State Government	7. Public health, sanitation and the prevention of diseases
8. Trade, commerce and industry	8. State holidays	
9. Shipping, navigation and fisheries	9. Creation of offenses	
10. Communication and transport	10. Inquiries for State purposes	
11. Federal works and power	11. Indemnity	
12. Surveys, inquiries and research	12. Turtles and riverine fishing	
	<b>13. Native law and custom</b>	
	<b>14. Incorporation of authorities and other bodies set up by State law</b>	

<sup>2</sup> The bold and italicized items in the State List (item 13 onwards) and Concurrent List (item 11 onwards) only apply to the states of Sabah and Sarawak.

Federal List	State List	Concurrent List
13. Education	<i>15. Ports and harbours</i>	8. Drainage and irrigation
14. Medicine and health including sanitation in the federal capital	<i>16. Cadastral land surveys</i>	9. Rehabilitation of mining land and land which has suffered soil erosion
15. Labour and social security	<i>17. Libraries, museums, ancient and historical monuments and records and archaeological sites and remains</i>	10. Fire safety measures and fire precautions in the construction and maintenance of building
16. Welfare of the aborigines	<i>18. In Sabah, the Sabah Railway</i>	<i>11. Personal law</i>
17. Professional occupations other than those specifically enumerated		<i>12. Adulteration of foodstuffs and other goods</i>
18. Holidays other than State holidays; standard of time		<i>13. Shipping under fifteen registered tons</i>
19. Unincorporated societies		<i>14. The production, distribution and supply of water power and of electricity generated by water power</i>
20. Control of agricultural pests; protection against such pests; prevention of plant diseases		<i>15. Agricultural and forestry research, control of agricultural pests, and protection against such pests, prevention of plant diseases</i>
21. Newspaper, publications, publishers, printing and printing presses		<i>16. Charities and charitable trusts and institutions in the State</i>
22. Censorship		<i>17. Theatres; cinemas; cinematograph films; places of public amusements</i>
23. Subject to item 5(f) of the State List, theatres; cinemas; cinematography films; places of public amusement		<i>18. Elections to the State Assembly held during the period of indirect elections</i>
24. Federal housing and improvement trusts		
25. Cooperative societies		
26. Subject to item 9A of the Concurrent List, prevention and extinguishment of fire, including fire services and fire brigades		
27. All matters relating to the Federal Territory		

With the introduction of Iskandar Malaysia as one of the regional corridors in Malaysia in 2006, Iskandar Regional Development Authority (IRDA) was established as a federal government statutory body under IRDA Act 2007 to undertake the primary roles of planning, facilitation and promotion for Iskandar Malaysia. In carrying out its planning function, IRDA needs to ensure consistency and integration between different levels of planning in the region. This involves not only the three levels of government but also the five local authority areas<sup>3</sup> that may inevitably lead to cross-boundary issues and dynamics. Hence, IRDA developed the Comprehensive Development Plan 2006-2025 (CDP) in 2006 as a regional planning document that serves to guide and coordinate planning in Iskandar Malaysia.

<sup>3</sup> Johor Bahru City Council, Johor Bahru Tengah Municipal Council, Pasir Gudang Municipal Council, Kulai Municipal Council and Pontian District Council

Although planning cycles at the federal level are more fixed at a five-year period for medium-term plans, planning cycles at the subnational level i.e. state and local levels, are more varied due to provisions in the law that allow for frequent revisions to the plans to reflect changing local needs (see plans at different levels in Table 2 below). In the Town and Country Planning Act 1976 (Act 172) under section 16(1), it states that, “*The local planning authority may at any time make proposals for the alteration, revocation, or replacement of a local plan*”. In order to coordinate with subnational plans, the CDP is submitted to the State Planning Committee for approval. Once the CDP is approved, the State Planning Committee will give direction to the relevant local authorities to incorporate proposals of the CDP under the provision of the Town and Country Planning Act 1976. The different divisions of IRDA also sit in various coordination committees at federal, state and local levels to ensure alignment with the CDP. For example, IRDA is one of the agencies that provide inputs when the National Physical Plan 3 and the Johor Bahru Local District Plan were being reviewed.

**Table 2 Recent Development and Physical Plans in Malaysia at Federal, State and Local Levels**

Plan	Timeline	Level
11 <sup>th</sup> Malaysia Plan	2016-2020	Federal
NPP3	Aligned to 11 <sup>th</sup> Malaysia Plan	Federal
CDPii	2014-2025	Regional
Johor State Development Plan	2016-2020 (in the process)	State
Johor State Structure Plan	2006-2020	State
Johor Bahru District Local Plan	Revised in 2009 with the vision to become an International Class City by 2020	Local
Pontian District Local Plan	Gazetted on 3 January 2008	Local
Kulai-Senai Local Plan	Gazetted on 20 November 1997	Local

Despite the above-mentioned coordination mechanisms, there are still considerable gaps in aligning the CDP with the other levels of planning, particularly subnational plans which are more fluid in terms of planning cycles and are more subject to changes. While the CDP exists as a tool to address some of these issues, it is essentially a business plan that functions as a guide, but the final authority lies with state and local governments as delineated in the Federal Constitution. IRDA has no power to enforce at the state and local government levels, made more complicated and time-consuming with multiple authorities regulating or approving projects in Iskandar Malaysia. There are also instances where important planning decisions e.g. changes to zoning practices and approval for land reclamation, are made without sufficient consultation with the respective technical committees or reference to the CDP. These planning challenges also have an impact on IRDA’s facilitation and promotion roles in terms of how it goes about resolving issues for its stakeholders and promoting Iskandar Malaysia as a destination of choice to live, work and play.

While the challenges above highlight the realities and constitutionality of federalism, it also points to the core importance of having evidence-based proposals and data-supported policy and technical advice for IRDA to continue carrying out its planning, facilitation and promotion roles effectively at the various coordination and planning committees. In particular, it is recognised that IRDA’s role in social development is not well promoted and that it has limited resources to oversee the overall social development in Iskandar Malaysia due to insufficient data to monitor social indicators. As a planning authority at the regional level, IRDA plays the important role of bridging the gaps between federal, state and local plans amidst fluctuations in planning cycles and processes. Thus, the importance of having a robust, comprehensive and up-to-date data and knowledge management system at the regional level cannot be overemphasised.

The three case studies below provide a snapshot of the multi-jurisdictional challenges that IRDA needs to address in Iskandar Malaysia and how an up-to-date data and knowledge management system can support. From managing public assets such as rivers to enhancing society's well-being, the case studies show that factors affecting these public goods are not confined to a single local authority. As rivers traverse through multiple local authorities and people move across administrative boundaries, an integrated approach backed by comprehensive data as well as cross-sectoral understanding of the issues proved to be crucial for IRDA to coordinate efforts in the region. Having data and knowledge system setup at the Iskandar Malaysia level not only helps to improve decision making and galvanise targeted actions or responses, but contributes to longer-term planning and setting up of appropriate systems and processes. However, there are still numerous technical and financial constraints on data at the regional level (see Section 3.2 for elaboration).

**Case 1 under Iskandar Malaysia: Uncontrolled discharge of pollutants into rivers and recurring flash floods have resulted in depopulation and property losses**

Sungai Segget has a catchment area of 3.6 km<sup>2</sup> and the main river length is approximately 3.6 km. The river system flows through Kampung Wadi Hana, Kebun Teh and Taman Century areas and subsequently passes through Johor Bahru City Centre. It discharges into the Straits of Johor, just 200 m west of the causeway and is controlled by tidal gates. The whole catchment is located within the highly built-up area and the land use is fully urban. To transform the lower catchment (Jalan Wong Ah Fook) area into the CBD of JB, there are two major challenges, which are flooding problems and poor water quality of Sg. Segget's water features.

Sungai Segget water quality is classified as Class III (*Source : Sampling*) and the main source of pollution is the sewerage treatment plant. There were a few flash floods incidents that happened in JB Centre:-

**Table 3 Incidents of Flash Floods in Johor Bahru Centre**

Date/Month/ Year	Remarks
24 <sup>th</sup> Nov 2015	The floods were caused by a combination of two factors - the high tide flows into Johor Bahru city centre coupled with the heavy flow of rainwater as a result of the prolonged rain over the past few days as well as the heavy downpour earlier that day. (Source: Media Statement by IRDA)
16 <sup>th</sup> Nov 2015	The floods were caused by a combination of two factors - the high tide flows into Johor Bahru city centre coupled with the heavy flow of rainwater as a result of the prolonged rain over the past few days as well as the heavy downpour earlier that day. (Source: Media Statement by IRDA)
31 <sup>st</sup> July 2015	The flood was due to debris from ongoing demolition at the Sungai Segget development. (Source: <a href="http://www.themalaysianinsider.com/citynews/johor-baru/article/flash-floods-caused-by-sg-segget-debris/flash-floods-caused-by-sg-segget-debris">http://www.themalaysianinsider.com/citynews/johor-baru/article/flash-floods-caused-by-sg-segget-debris/flash-floods-caused-by-sg-segget-debris</a> )
30 <sup>th</sup> May 2008	During the incident, the water gate at Sungai Segget was closed due to high tide. Seawater began to rise at 11.19am and the water gate was closed at 3.30pm to prevent seawater from pouring into the city. The flood was not due to blocked drains. (Source: <a href="http://news.asiaone.com/News/AsiaOne+News/Malaysia/Story/A1Story20080531-68140.html">http://news.asiaone.com/News/AsiaOne+News/Malaysia/Story/A1Story20080531-68140.html</a> )

On the data collection, the following are referred to:-

- The catchment information are based on site visits, Google map and previous studies;
- The river survey – ‘Kajian Pelan Induk Saliran Bandaraya Johor Bahru’ JPS 2000;
- MBBB’s Kebenaran Merancang, ‘as built’ drawings received from other parties; and
- Existing rectangular channel is covered with bottom width of 12 - 14 m at downstream 650m stretch and 6m for the remaining length. The depth of the channel varies from 2.5 to 4m.

The challenges faced are as follows:-

- Limited data received from Authorities e.g. incomplete ‘as built’ drawings; and
- Rapid developments within CBD that will change the major data e.g. catchment volume, drainage layout system etc.

### **Case 2 Iskandar Malaysia Social Index (IMSI)**

Social index is one of the components of a bigger Data Management agenda for Iskandar Malaysia under the Iskandar Malaysia Urban Observatory (IMUO). Iskandar Malaysia Social Index is a social index to gauge the effectiveness of facilities and services provided for the people in Iskandar Malaysia.

The reasons of having the Iskandar Malaysia Social Index are as follows:-

- Recommendation from Comprehensive Development Plan (CDP) review;
- To measure the progress of Iskandar Malaysia;
- Planning objective as it is vital for decision making, policy review and formulation and future planning;
- Report Card / Pulse Checking of society perception towards Iskandar Malaysia and social impact towards them; and
- Public Relations purposes.

While preparing the IMSI report, the following were the issues and challenges: -

1. Data availability and reliability
  - Readiness of data custodian to share data;
  - Capacity and capability of data custodian to maintain, update and verify data input; and
  - Low commitment and unclear of benefits.
2. Technical constraints
  - Existing data collection method e.g. survey is not designed for location-based calculation.
3. Financial constraints
  - Primary data collection method too costly.
4. Capability and capacity of internal resources
  - Need further exposure and technical trainings.

### Case 3 Sungai Skudai Rejuvenation

#### Background

Sungai Skudai (Skudai River) is one of the major rivers located within the heart of Iskandar Malaysia. Measuring 47km in length, the river traverses through the boundaries of three local authorities from the furthest northern parts of Iskandar Malaysia into the Johor Straits at the south.

This river has been a source of income for the fishermen plying the river, a source of raw water for the water treatment plant supplying large parts of the Johor Bahru District and Singapore (until the expiry of one of the water agreements) and also an alternative mode of transportation (both historically and will possibly make a come-back).

#### Case for Action

Over the years, the river has been extensively polluted from the many developments along the tributaries such as illegal squatters, old housing estates and villages (which do not use or properly maintain their individual sewerage treatment tanks), newer and large developments on a large scale (sedimentation run-offs), proliferation of commercial activities supporting these residential needs such as food and beverage, car wash, auto-maintenance workshops and such.

As a result, the cumulative effect of all these factors resulted in a shallower, more polluted river that poses a threat to the quality of life and to the water supply for the growing needs of Iskandar Malaysia. A 2013 study highlighted a scenario where the water supply for IM will reach a critical stage by the year 2018. However, ever-changing weather patterns and possibly faster growth of the region may exacerbate this situation, hastening the worst-case scenario.

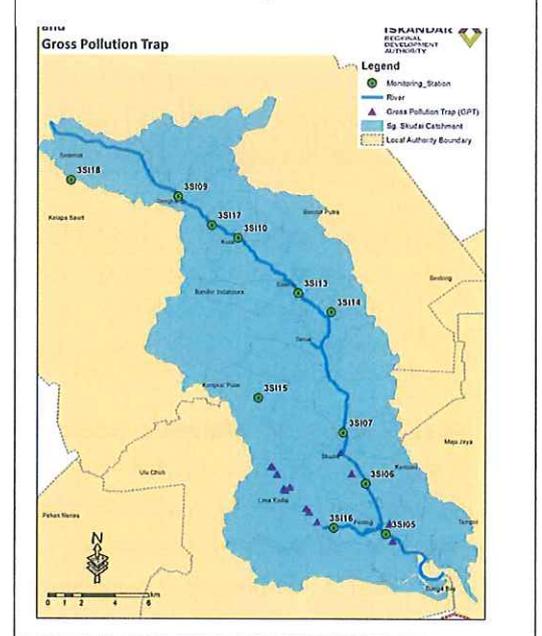
The shallowing effects of the river also created flash flood risks along segments of the river where choke-points may have formed undetected over time. Under the right circumstances these choke-points will suddenly overflow causing inconveniences at the least, damaging property and maybe even resulting in casualties at its worst.

#### Solution

A better framework for Sungai Skudai is being developed to provide a clear plan to attain a cleaner, livelier and more vibrant river. The benefits are as follows:-

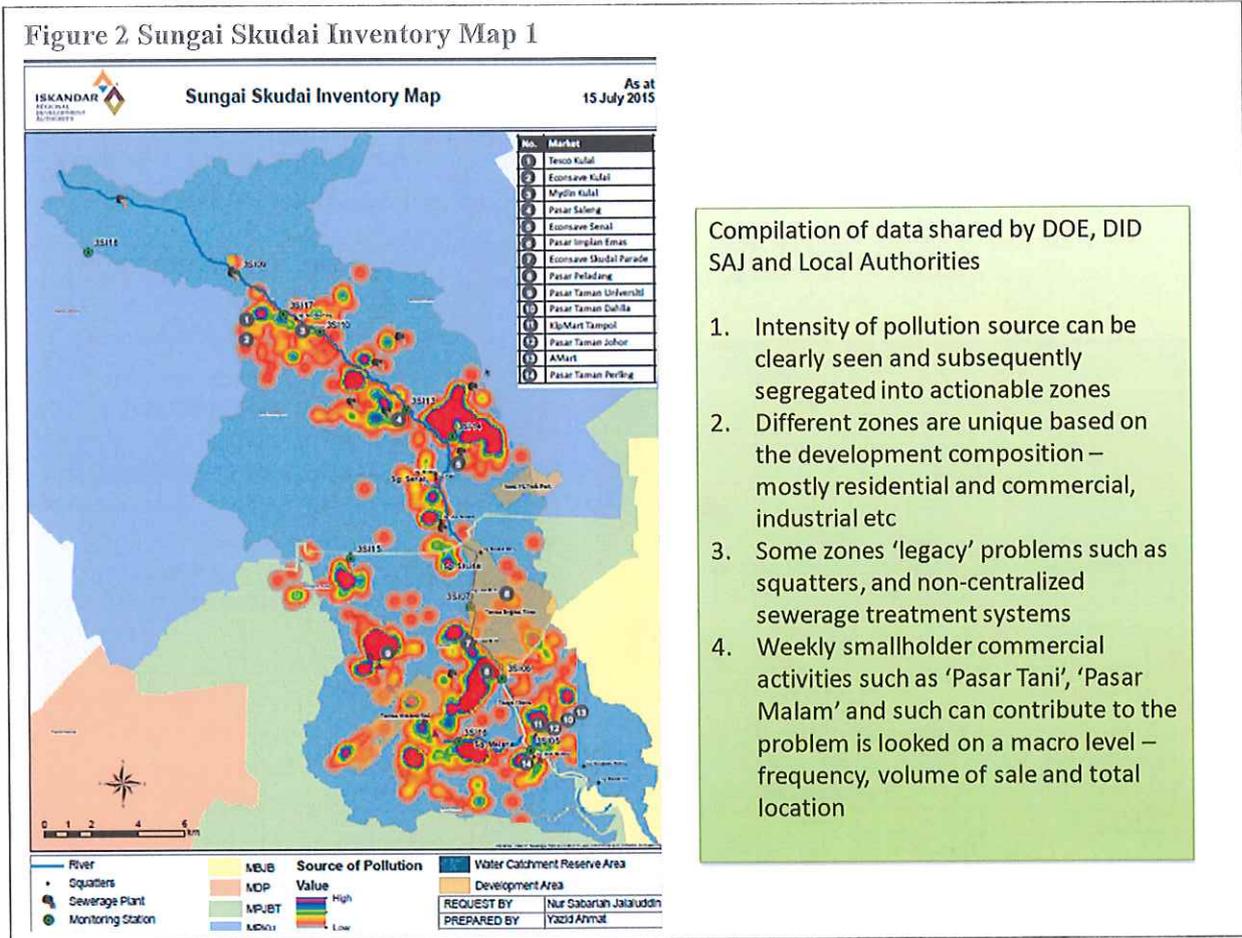
- Focus on the zoning area to ensure more positive outcomes;
- Offer opportunities for public-private partnerships; and
- Enhance public participation.

Figure 1 River Monitoring Station and Gross Pollution Trap



The framework shall create a high level comprehensive conduit to integrate and harmonise with Sungai Skudai Blueprint by Department of Irrigation and Drainage Johor, and also utilised as the core for a phased and focused action planning for specific segments or quadrants of the river.

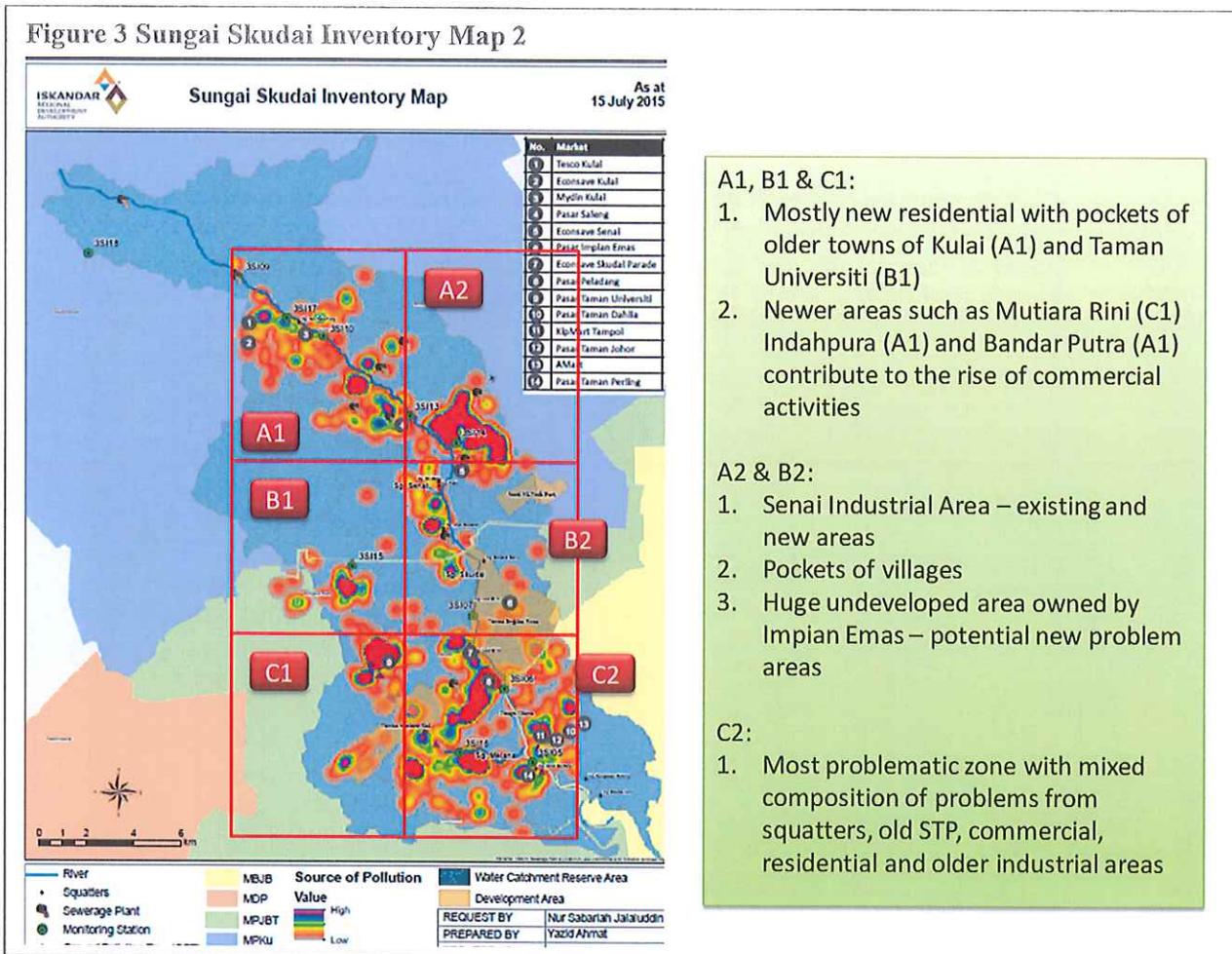
Figure 2 Sungai Skudai Inventory Map 1



This framework requires a plethora of data to be collected and collated from the various local authorities and agencies, which on their own may fail to recognise the correlation of their separate actions / decisions have to the cumulative effect of the rivers.

A simple collation exercise and rudimentary analysis conducted by IRDA on data shared between Department of Environment (DOE), Department of Irrigation and Drainage (DID) and Syarikat Air Johor

Figure 3 Sungai Skudai Inventory Map 2



- A1, B1 & C1:**
1. Mostly new residential with pockets of older towns of Kulai (A1) and Taman Universiti (B1)
  2. Newer areas such as Mutiara Rini (C1) Indahpura (A1) and Bandar Putra (A1) contribute to the rise of commercial activities
- A2 & B2:**
1. Senai Industrial Area – existing and new areas
  2. Pockets of villages
  3. Huge undeveloped area owned by Impian Emas – potential new problem areas
- C2:**
1. Most problematic zone with mixed composition of problems from squatters, old STP, commercial, residential and older industrial areas

(SAJ) allowed us to showcase the value of Big Data which can be a basis for better decision-making and targeted approach for specific segments of the river in the near future. This can be a showcase or Proof of Concept for the IMUO to galvanise the agencies to share resources and together develop better coordinated approaches to specific areas.

**CDP Review and the Iskandar Malaysia Urban Observatory (IMUO)**

As part of its effort to continuously realign the CDP with the larger institutional environment in line with emerging economic, social and environmental trends, IRDA undertook an exercise to review the CDP in 2012 after seven years of implementation. The review of the CDP is provided for under section 25(1) of the IRDA Act 2007 where it states, “The Authority and the State Planning Committee may at any time jointly review or alter the Comprehensive Development Plan.” The CDP review took into account several significant programmes, policies and plans that came after the CDP was introduced in 2006. At the national level, it includes the national transformation programmes, the 11<sup>th</sup> Malaysia Plan and the National Physical Plan 3; at the subnational level, it includes PEMANDU’s Cities and Corridor Lab and the revised Johor Bahru District Local Plan in 2009; and internally within IRDA, it incorporates the 20 blueprints that were developed to guide the CDP implementation.

Acknowledging the planning challenges highlighted above, coupled with the need to have a more comprehensive assessment of liveability<sup>4</sup> in Iskandar Malaysia that goes beyond investment- and

<sup>4</sup> The CDPii Report of Findings 2013 defines liveability as “the sum of the factors that add up to a community’s

production-type indicators, the CDPII Report of Findings 2013 made the recommendation that this “will require a follow-up that include the setting up of baseline indicators that will pave the way for a Quality of Life Indicators in Iskandar Malaysia. The indicators aim to ensure balanced development between the social, economic and environmental.” In the same report, it also noted the opportunity of “Establishing baseline data to support development planning and to derive economic assumptions. New division on data collection, focus groups, perception surveys, public views and research via an online website to aid progress reporting.”

The findings and recommendations of the CDP review led to the consolidation of priorities, directions, strategies and programmes in the form of the CDPII 2014-2025 which serves as the updated reference point for regional planning in Iskandar Malaysia. The CDPII includes the proposal to develop the Iskandar Malaysia Urban Observatory (IMUO) as one of the big moves<sup>5</sup> in line with the recommendations in the CDPII Report of Findings 2013 to establish baseline data to support development planning and ensure balanced development.

The parameters of the IMUO is provided in Chapter 7 of the CDPII as a key project under Big Move 5 (BM5). It outlines key aims and objectives and provides broad strategies and thinking of the IMUO, as well as made suggestions on its governance structure, strategic partnerships and capacity building. Although the parameters are meant to serve as broad guidance, and a lot of the details still need to be fleshed out at the framework development and implementation stage, it provides a sense of direction to the overall positioning of IMUO.

Beyond positioning the IMUO for more immediate IRDA needs, the CDPII sets the more ambitious goal for the IMUO to benchmark Iskandar Malaysia to regional and global standards. This is backed by research on the evolving science of regional benchmarking that states that regional benchmarking, if done correctly, can be a means to stimulate new ways of thinking and engaging in development as well as assessing the suitability of strategies and policies in addressing the right problems and stakeholders<sup>6</sup>. Reflecting the importance of evidence-based proposals and data-supported policy and technical advice to support IRDA’s growing role in streamlining and coordinating planning at different levels, the CDPII likewise stressed on the strategic value of developing shared performance targets with state and local governments that constitute part of the IMUO.

It notes that IMUO is to be set up under IRDA with the possibility of becoming an independent entity operating on a full governance structure that involves several levels of government and organisation. It also states that the IMUO shall be set up as an inclusive organisation where the products are co-owned by stakeholders. The legal basis to establish the IMUO under IRDA is provided for in the IRDA Act 2007, where in Section 5, it states that IRDA can “conduct inquiries, carry out surveys, collate, analyse and publish information and statistics on development and investment to local and foreign investors” and in Section 6, IRDA has the power “to conduct study and survey” and “to require information from all relevant government entities”. While there is a legal basis to do so, considerations must also be given to the long-term vision of IMUO of eventually becoming an independent entity and whether the powers and functions vested in IRDA are suitable for this purpose as well as the possibilities of setting up a special purpose vehicle (SPV) to transition the IMUO from a division in IRDA to an independent entity later on.

---

quality of life—including the built and natural environments, economic prosperity, social stability and equity, educational opportunity, and cultural, entertainment and recreation possibilities.”

<sup>5</sup> The Big Moves are transformational programmes in the CDPII set to accelerate and create a paradigm shift in the economic, social and environmental aspects, regulatory and spatial management.

<sup>6</sup> Huggins, Robert, Regional Competitive Intelligence: Benchmarking and Policy-Making (October 4, 2010). Regional Studies, Vol. 44, No. 5, pp. 639-658, 2010.

The positioning of the IMUO in the CDPii to serve the three-prong functions of international benchmarking, shared performance targets and regional planning and development in Iskandar Malaysia is aligned to the direction and spirit of the 11<sup>th</sup> Malaysia Plan (11MP). Accelerating regional growth is placed as a focus area in the 11MP to achieve the development objectives of enhancing inclusion (Strategic Thrust 1) through a more geographically balanced development. Furthermore, in one of the six game changing proposals in the 11MP, Johor Bahru is identified as one of the four competitive cities to drive the nation's growth moving forward. To achieve both these development and growth outcomes, strategies have been outlined to leverage on data to enhance service delivery (Strategy A3) as well as intensify public engagement and data sharing at local authority level (Strategy E4). Hence, the IMUO contributes to, and fits neatly into the 11MP framework, and if set up successfully, provides a benchmark for other regional corridors and competitive cities on how to leverage on regional- and city-level data to guide development.

### **IMUO and International Benchmarking<sup>7</sup>**

Besides becoming a central data centre, a monitoring and assessment centre and a provider of technical services, the IMUO is also set to become a knowledge hub benchmarked to international standards, aimed at improving region-wide urban knowledge of Iskandar Malaysia. Research highlights the similar point that planning and assessment of Iskandar Malaysia must be referenced to benchmark outside its own physical boundaries and should be complemented by a deeper investigation of the socio-spatial outcomes that incorporate the wider Straits Mega-City Region including Singapore and perhaps extending to Kuala Lumpur along the North–South Malaysian Expressway.<sup>8</sup> Some of the proposed international standards in the CDPii are the Millennium Development Goals (MDGs)<sup>9</sup>, Human Development Index (HDI), Liveable Cities Index (LCI) as well as national standards such as the Malaysian Quality of Life Index (MQLI)<sup>10</sup> and the Malaysian Urban Rural National Indicators (MURNInets). All of these proposed measures are quantitative in nature and will be most effective for performance benchmarking purposes.

However, IMUO has to go beyond performance benchmarking in its regional benchmarking efforts to also include process and policy benchmarking. Process benchmarking looks at structures and systems of practices undertaken by regionally external organisations while policy benchmarking looks at comparisons of public policies influencing processes and performances (Huggins, 2010). For example, performance benchmarking alone will not be able to reveal similarities and differences in asset base and institutional capacity of different regions, and may offer misleading strategies and policy directions if not complemented with a more careful analysis of processes and policies underpinning performance. This means that an IMUO benchmarked to international standards has to emphasise on the creation of knowledge products and services that add value to the data collected, supported by the development of appropriate analytical and reporting tools as well as broaden the methodological toolkit to include case studies, workshops, focused study tours and exchange visits that can generate qualitative data.

---

<sup>7</sup> International benchmarking is a technique of governance aimed at improving the quality and administration of a local entity through a process of learning and comparing with external entities that share similar characteristics and activities.

<sup>8</sup> Rizzo, A & Glasson, J 2012, 'Iskandar Malaysia' Cities, vol 29, no. 6, pp. 417–427.

<sup>9</sup> The MDGs will be replaced by the Sustainable Development Goals (SDGs) beginning 2016.

<sup>10</sup> The MQLI has been replaced by the Malaysian Well-Being Index (MWI).

**Table 4 Performance Benchmarking vs Process and Policy Benchmarking**

	Performance Benchmarking	Policy and Process Benchmarking
Data	Quantitative: MDGs/SDGs, HDI, LCI, MQLI/MWI, MURNInet	Quantitative and Qualitative
Methodological Toolkit	Secondary data collection	Secondary and primary data collection, case studies, workshops, focused study tours and exchange visits
Outputs	Indexes and indicators of performance	Knowledge products, technical services, analytical and reporting tools

At present, the only knowledge product produced by IRDA for external consumption is the IM BizWatch, which is Iskandar Malaysia’s monthly publication that features the latest economic development in Iskandar Malaysia. On top of the monthly publication, there is also the IM BizWatch Special Edition that focuses on specific topics that are taking place within the region. There is also a GIS team that forms part of the ICT function within IRDA’s Corporate Services division that provide technical services to the internal divisions within IRDA. However, it is only a small team of three people and the services they provide are ad-hoc and limited due to challenges faced in data collection, application, and standardisation as well as weaknesses in current data sharing policy.

The team has actually developed the Iskandar Malaysia GeoSpatial (IMGIS) platform that is publicly accessible<sup>11</sup> to promote sharing of geospatial information in the region. However, a comparative analysis benchmarked to Singapore OneMap<sup>12</sup> reveals substantive weaknesses in the current platform. To move forward, there will also be the additional challenge of identifying comparable regions that Iskandar Malaysia can benchmark itself against because it is quite a unique setup as a corridor that encompasses multiple jurisdictions. It will also have considerable cost implication if the methodological toolkit is to be expanded to support process and policy benchmarking.

Nonetheless, as a dynamic urban region that cuts across different jurisdictions, the IMUO provides Iskandar Malaysia the opportunity to benchmark itself against leading regions in the world and continuously be ahead of the curve in terms of regional development thinking and practice. Hence, the IMUO can provide reference points that go beyond the physical boundaries of Iskandar Malaysia to assess its own performance, processes and policies by developing a range of knowledge products, technical services and analytical tools. The establishment of the IMUO must be configured to serve this broader goal of becoming a knowledge hub that has global resonance while at the same time meet more immediate local needs.

### **IMUO and Shared Performance Targets<sup>13</sup>**

In carrying out its multifaceted functions, IRDA has to liaise with and manage an extensive list of stakeholders from both public and private sectors. The type of stakeholders varies according to divisions and the nature of the relationship differs according to functions. The types of stakeholder engagements include planning (e.g. provide strategies, obtain data), budgeting and approvals (e.g. review proposals, request funding), implementation (e.g. coordination and standardisation, joint events, technical support, providing and obtaining services), monitoring and evaluation (e.g. reporting, monitoring progress, giving updates) and communications (e.g. sharing and exchanging information). Given the variety of stakeholders and the broad range of engagements involved, having

<sup>11</sup> <https://irda.maps.arcgis.com/home/>

<sup>12</sup> <http://www.onemap.sg/>

<sup>13</sup> Shared performance targets is a joint tracking reporting mechanism that is based on a process of joint goal setting and a collective monitoring of progress to encourage shared actions focused on achieving mutually agreed targets.

shared goals will be imperative to focus resources so that the various stakeholder relations and processes are aligned and contribute to the same outcomes.

The relevance of developing shared performance targets linked to the IMUO is recognised in Chapter 9.5 in the CDPII. The CDPII has proposed two key actions to advance this. First, establishing joint key performance indicators (KPIs) with local authorities, and second, incorporating proposals in the CDPII into the development plans of Johor state. The first key action has implications on the IMUO with proposed aspects, key performance and indicators (see Table 5 below).

**Table 5 Proposed Shared Performance Targets in CDPII**

Aspects	Key Performance	Indicators
Physical	Spatial Management	<ul style="list-style-type: none"> <li>• Demarcation of Development Promotion Zone / Catalytic Zones / Flagship Zone in the Local Plan</li> <li>• Demarcation of Urban Growth Boundaries and Green wedges in the Local Plan</li> <li>• Demarcation of Environmental Protection Zone in the Local Plan</li> <li>• Demarcation of Transit Oriented Development Zone in the Local Plan</li> </ul>
Social	Quality of Life in the Urban Areas	<ul style="list-style-type: none"> <li>• Achievement of Big Move Projects</li> <li>• Develop Quality of Life Indicators for within Iskandar Malaysia</li> <li>• Affordable Housing Targets i.e. no of affordable housing in each local authorities</li> <li>• Open Space and Parks planned in each LPA</li> </ul>
Government	Service Level Agreements	<ul style="list-style-type: none"> <li>• Establish targets on days to process an application especially for IRDA status projects</li> </ul>
Economy	Catalytic Projects and IRDA Status Projects	<ul style="list-style-type: none"> <li>• Numbers of establishments of the promoted core and emerging clusters within the areas specified</li> <li>• Numbers of completed projects within Flagship Zones</li> <li>• Numbers of IRDA Status Projects</li> </ul>

Shared performance targets can be set at different levels, depending on whether they are used to measure policy outcomes, programmes or specific initiatives. The proposed shared performance targets serve as a good platform to begin discussions with stakeholders but the current proposal in the CDPII requires further refinement as the proposed indicators now contain a mixture of outcome- and output-level indicators. They also need to be aligned to the key areas proposed for Iskandar Malaysia's Urban Development Indicators (UDI) and the outcomes and key result areas of the CDPII (see Table 6 below). More importantly, there must also be a process to ensure that the shared performance targets that will be adopted are co-owned by relevant stakeholders and institutionalised within local government structures and processes.

**Table 6 Other Proposed Result Areas in CDPii**

UDI Key Areas	CDPii Outcomes	IRDA Key Result Areas
Housing Development	Wealth Generation	Economics Growth
Social Development	Wealth Sharing	Stakeholder Confidence
Environmental Management	Resource Optimisation and Low Carbon	Delivery Excellence
Infrastructure and Transport		People Development
Local Governance		Social and Environment Sustainability

Although the focus at the initial stage is on local authorities, the longer-term vision of the IMUO, in which the development of shared performance targets is embedded, is to develop strategic partnership with a broad segment of stakeholders. Most notably is the inaugural Johor State Development Plan 2016-2020 that is now in progress, underscoring the importance of eventually having shared performance targets aligned to this document at the state-level as well. It is also necessary to include NGO and private sector participation in coming up with the shared performance targets in order to access a broader range of expertise and build collective ownership and accountability.

The establishment of the IMUO can facilitate this process and develop products with an emphasis on joint goals that serve a wider constituency, in particular for monitoring and evaluation of the respective state and local plans, and provide technical products and services to stakeholders that include NGOs and private sector. Nonetheless, beyond developing shared goals, the development of the IMUO should be synchronised at the systems level with other similar initiatives at the federal and state levels to reduce overlaps, find complementariness and develop value-add.

At the federal level, the government is moving towards big data analytics and adopting open data for the public sector, currently under the purview of Malaysia Administrative Modernisation and Management Planning Unit (MAMPU) as well as introducing the I-Plan under the Federal Department of Town and Country Planning to integrate all land-use plans from different administrative tiers into a seamless integrated land-use plan from all local planning authorities in Peninsular Malaysia up to all state town planning departments and then to the Federal Department of Town and Country Planning.

At the state level, the review of the state ICT Blueprint 2017-2021 will commence in 2016, where there are plans to move towards virtualisation by phase due to the existence of old servers and a still predominantly manually operated system at the state level. There is also a plan to set up a GIS unit under the State Economic Planning Unit of Johor (UPEN Johor). Currently, GeoJohor<sup>14</sup>, the state's GIS platform, is led by the Johor Town and Country Planning Department and the technical support is provided by the ICT and Science Technology Unit of Johor.

Given the above, the development of the IMUO needs to take cognisance of the fact that there are existing and pipeline systems that can be utilised by federal and state governments to monitor their own performance targets. Further consultation needs to be carried out with relevant stakeholders on the value-add of the IMUO as a platform to monitor shared performance targets or whether this function can be integrated into federal and/or state systems.

<sup>14</sup> <http://geoportal.johor.gov.my/>

## IMUO and Iskandar Malaysia's Regional Planning and Development

The IMUO can be used for IRDA's own planning, promotion and facilitation purposes as well. In the CDPii, the performance management is rationalised into three main outcomes, each one underpinned by its own strategic thrusts, key directions, initiatives and programmes. In addition, there are key result areas (KRAs) and key performance indicators (KPIs) that form part of the CDPii's implementation framework that are then used for IRDA's corporate- and divisional-level performance monitoring and evaluation. There is also a strategy paper developed to guide its five-year development planning and annual budgeting in line with the recommendation of 2013 Findings in the CDPii Report.

Although the CDPii has proposed to add new KPIs to its performance management, consistent with its move towards a new set of KRAs, outcome-level reporting remains limited and its difference with corporate-level reporting is unclear (see Table 7 below).

**Table 7 Comparing Outcome and Corporate Results**

Outcome-Level Results	Corporate-Level Performance
<ul style="list-style-type: none"> <li>Measures outcomes in Iskandar Malaysia as a whole that include contributions of all actors in the region</li> <li>Sometimes beyond IRDA's control but still useful to inform regional planning and development</li> <li>Linked to CDPii outcomes of wealth generation, wealth sharing and resource optimisation</li> </ul>	<ul style="list-style-type: none"> <li>Measures IRDA's contributions to Iskandar Malaysia's outcomes</li> <li>Within IRDA's control and mandate</li> <li>Linked to Key Result Areas (KRAs) that is used for corporate performance management</li> </ul>

Only four new KPIs have been added to the original five (see Table 8 below), and they are mainly quantitative data useful to obtain an aggregated understanding on performance but less useful for deriving and adapting lessons on policies and processes. There should also be a distinction between outcome assessment and corporate assessment because while IRDA's corporate performance, which is within its control, may contribute to the achievement of outcomes, there are also factors outside the control of IRDA which can affect outcome-level results in Iskandar Malaysia. Having a set of performance measurements that are perhaps differentiated from the KRAs used for corporate assessment, and linked to the three outcome areas of wealth generation, wealth sharing and resource optimisation and low carbon, will be one way forward.

**Table 8 Key Performance Indicators for CDPii**

Original KPIs for CDPii	New KPIs for CDPii
GDP growth of 8%, from RM47 billion to RM120 billion	Social : Increase Average Household Income from RM4,463.20 (2012) to RM10,000 by 2025
GDP Per Capita from RM27,025 to RM42,631	Housing : Increase housing stock from 409,593 units (2012) to 666,025 units by 2025 (Based on the housing projection in Integrated Land Use Blueprint)
Increase in employment from 800,000 to 1,309,000	Environment : Improve Open Space standard of 1.5 hectares per 1,000 population (2013) to 2 hectares per 1,000 population by 2025
Population increase from 1.7 million to 3.0 million	Public Transport : Increase Public Transport Modal Split from 10% (2012) to 50% (2025)
Increase in total investment from RM106.3 billion to RM383.9 billion	

The IMUO can be positioned to focus on outcome-level reporting that consolidates data from different divisions for cross-sectoral analysis. This will give IRDA a broader multidimensional perspective on the progress and challenges taking place in the region. Moreover, the IMUO can fill the above gaps by consolidating the data management process, improving the quantity and quality of data collected as well as generating value-added products and services to feedback into IRDA's planning, promotion and facilitation functions. With more systematic data management and an expanded list of data, IRDA will have a larger gamut of data and analysis to choose from for its different levels of reporting. It is also an opportunity to expand its toolkit to better provide technical services to the various divisions requesting for data analytical services.

---

## II. STRATEGY

Drawing from the situation analysis above, and further reinforced by the lessons from international experiences as well as guidance by the SDG framework, it is clear that the IMUO serves goals that are socially desirable i.e. better development and spatial planning, better public policies that are benchmarked to international standards, and better coordinated policies and planning processes with subnational governments.

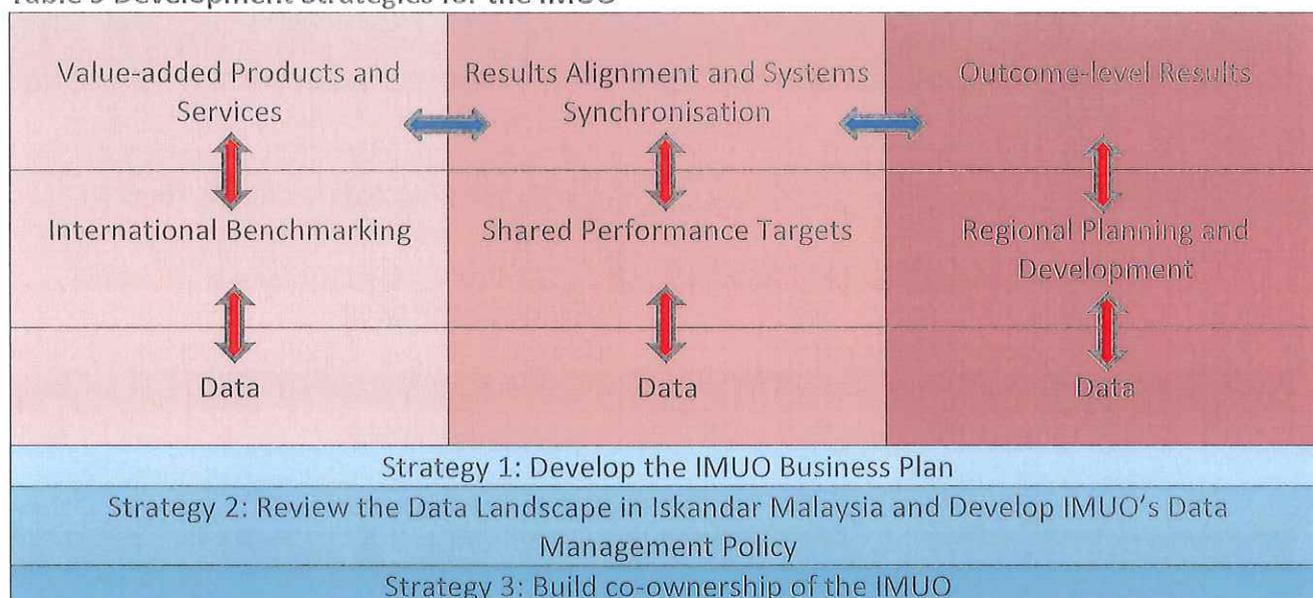
In this view, the IMUO functions lead to outcomes that closely ties back to the SDG agenda, of which Malaysia pledges to adopt. It serves as a facility where urban-related data can be comprehensively analysed and made meaningful for application in regional planning. An informed urban and regional development plan in turn can address poverty, improve health care services and quality of education, provide opportunities for decent work and economic growth, and reduce inequalities through strategic industry and infrastructure planning, development and management.

In that sense, the IMUO should be considered as a merit good in which society values its existence and consumption, but if left to the functioning of the market or based on consumer's willingness to pay, it will be under-produced. This is because the IMUO produces positive externalities i.e. social benefits that exceed individual benefits that will not be internalised by individual consumers, resulting in lower demand and subsequently lower provision. As a result, a business model of the IMUO that is private-sector led and based on a fee-for-service model will not be sustainable, or ideal to achieve the socially beneficial goals set out. Due to the nature of the IMUO as a merit good, government needs to be in the driver's seat and play a key role in the provision of this good. While not denying the possibility and potential for public-private partnerships, a discussion on exit-strategy of the government at this stage will be premature and imply an IMUO that will have to be very different in substance and characteristics than what is intended. The overarching strategy that underpins the IMUO is to position government as the main driving force but open to partnerships with strategic stakeholders.

The strategies for the project have been further validated through consultation with expert groups and strategic stakeholders such as DOS, UNDP-MY, JUPEM, EPU, Khazanah, MacGDI, UTM and MAMPU, which have been carried out throughout the project development process. It ensures not only that the project is planned and developed to serve goals to which it is intended but also that the functions, risks, opportunities and implementation challenges are identified and addressed with practical actions. Involving stakeholders and potential implementing partners themselves in the project development process ensures the outcomes and outputs of the project are streamlined, relevant and can be sustained over time.

Building on all of the above, it highlights the complexity and multi-layered nature of the policy and development environment in Iskandar Malaysia and builds the case for the IMUO to be multifaceted and versatile in order to meet a diverse range of needs of different stakeholders, both internal and external, in the region. More importantly, the situation analysis reaffirms the CDPii positioning of the IMUO to be a knowledge hub that provides value-added products and services by building on the data that it collects. Based on consultation with IRDA, it is noted that in terms of prioritisation of the IMUO functions, it should go in the following order: (1) regional planning and development; (2) shared performance targets and (3) international benchmarking. While the IMUO is positioned to be ambitious, it is also recommended that the steps forward should start small and progress gradually. With that, three cross-cutting strategies are identified as crucial to support the development of the IMUO (see Table 9 below for a conceptual framework of the IMUO and its strategies).

**Table 9 Development Strategies for the IMUO**



**Strategy 1: Develop the IMUO Business Plan**

As mentioned in the situation analysis, although the CDPii under BM5 provides the broad parameters of the IMUO, a lot of details still need to be fleshed out at the development and operational stages. The framework development and implementation stage<sup>15</sup> can provide more detailed steps and information on the IMUO development, but a comprehensive business plan will be needed to guide operations of the IMUO once it is developed. The IMUO Business Plan serves as the operational blueprint as well as the main document to obtain endorsement of its mandate and resources to operationalise the observatory.

It is important that the IMUO Business Plan reflects the framework principles of the CDPii to contribute effectively to the vision of Iskandar Malaysia that is to achieve international standing. With the awareness that processes and policies directly influence its performance, IMUO has considered not only to eventually benchmark internationally on performance (i.e. quantitative thematic indexes), but also to benchmark its processes and policies.

In view of this the IMUO Business Plan should consider, where relevant, subscribing to externally developed environmental and social charters, principles and initiatives. Examples include the *UN Global Compact, '10 Principles', 2000*, and the *SUHAKAM Strategic Framework on a National Action Plan on Business and Human Rights for Malaysia, 2015*. Adoption of such international principles will ensure gender equality and women empowerment elements are more extensively integrated into business plans and operational policies. Early inclusion of best practices allows associated impacts, risks and opportunities to be managed timely and effectively for the long-term sustainability of the IMUO.

The IMUO Business Plan should include, but not be limited to, the following:

<sup>15</sup> Framework development and implementation refers to this report and its subsequent implementation from 2016 to 2018

**Table 10 IMUO Business Plan Components**

<b>Content</b>	<b>Remarks</b>
<b>Organisational Framework</b>	
Vision and Mission	Ideally determined through consultation
Organisational Type	Either a division under IRDA or new entity
Legal Basis	Refer to IRDA Act 2007 (Act 664). Need to identify legal provision if set up as new entity.
Governance and Management Structure	Refer to governance structure proposed in CDPii as starting point
Human Resource Management	Refer to IRDA’s IMF organisational restructuring
<b>Planning Process</b>	
Long-Term Work Planning 2019-2025	Long-term 7-year plan
Annual Work Planning	Processes in the development of annual work plans
<b>Service and Product Strategy</b>	
Development of Service Areas and Knowledge Products	
Identification of Dissemination Channels	
<b>Financial Strategy</b>	
Budget 2019-2025	
Funding Sources and Revenue Projections	
Financial Management, Reporting and Accounting	
Fees for Services and Products	If applicable
<b>Partnership and Communication</b>	
Stakeholder Relations	
Marketing and Communication Plan	
<b>Capacity Development</b>	
Development of Learning Plan and Policy	
Capacity Needs Assessment	
Staff Training and Technical Development	
<b>Monitoring and Evaluation</b>	
Performance Management and Indicators	
Risk Assessment and Management Plan	
Follow-up Procedures	

**Strategy 2: Review the Data Landscape for Iskandar Malaysia and Develop IMUO’s Data Management Policy**

The data centre, systems and applications will be the main infrastructure for the IMUO to receive inputs and generate content. To develop a data infrastructure that can meet the multiple needs described above, several issues in the current data management landscape need to be resolved.

Internally, data in IRDA are collected on an ad-hoc basis by individual divisions and the ownership of the data eventually reside with the divisions. This means that there is no consolidation in terms of data collection and utilisation to enable the kind of cross-divisional analysis that can inform outcome-level reporting. While data sharing does take place between divisions, there is no data sharing policy

to guide this process in a more systematic fashion. Moreover, management of GIS and non-GIS data is separated. GIS data are managed by the GIS team and non-GIS data by the other divisions. There are also other crucial documents for the generation of urban knowledge such as policy and planning documents, structure and local plans, etc., which are all residing with different parties.

The extent of how much the different divisions in IRDA rely on external data for its functions vary (see Table 11 below) but this means that IRDA as recipient, and not custodian, of the data is bound by external party's data sharing policy, processes and pricing. This will have implications on secondary data collected by the IMUO in the future and the extent, depending on levels of confidentiality, these data can be published and used to generate knowledge products. It also means that the IMUO will have to deal with varying data collection processes which can be tedious if they are not harmonised across agencies. Some agencies impose charges for the provision of data, which may have considerable cost implications for the IMUO.

**Table 11 Extent of IRDA Divisions Utilisation of External Data**

Extent of Utilisation	IRDA Division
Heavy	Economics and Investments, Business Eco System, Corporate Services, Planning and Compliance, Social Development
Moderate	Corporate Development and Finance, Legal and Secretarial Services
Light	Internal Audit, Commissioners Office, Iskandar Service Centre, Strategic Communication

At the moment, a lot of the secondary data are not available at the relevant spatial scale to analyse a regional corridor like Iskandar Malaysia i.e. city, municipal or district levels. Data on informality are also inadequate to guide the development of more targeted and innovative programmes. This warrants some level of primary data collection for the IMUO but will require streamlining with federal and state agencies that are also undertaking primary data collection in the same areas.

Thus, in setting up the data centre, systems and applications, the following elements are critical, where the project will support the review of the data landscape for Iskandar Malaysia and the development of a data management policy:

**Table 12 Development of IMUO's Data Infrastructure**

<b>Review of the data landscape for Iskandar Malaysia</b>	
	Identify all secondary data (GIS and non-GIS) that are relevant, in particular data that are available at the Johor/Iskandar Malaysia spatial scale
	Identify primary data collection needs including data on informality (if applicable)
	Identify GIS digitisation needs
<b>Develop data management policy</b>	
	Develop a comprehensive data management policy which includes data collection and exchange in consultation with policies of other data custodians
<b>Undertake preliminary data collection to establish the IMUO database<sup>16</sup></b>	
	Undertake initial secondary data collection and materials
	Undertake initial primary data collection
	Undertake initial GIS digitisation

<sup>16</sup> This is planned to be funded through parallel 11<sup>th</sup> Malaysia Plan development budget and will not be funded from this project.

### Establish the data centre and infrastructure<sup>17</sup>

Procurement of applications and systems

Setting up the applications and systems

Piloting products and services with the applications and systems

Develop a more integrated data management system that incorporates different typologies of data i.e. GIS and non-GIS as well as other relevant documents and materials

Efforts will be made to integrate gender perspective into the data review process because it is crucial to understand the gender gaps in all areas and enable linkages to be created between cultural, social and economic factors which form the basis of those issues. According to the United Nations Statistics Division<sup>18</sup>, gender statistics which is derived from sex-disaggregated data, have the capacity to reveal the impact of gender roles and expectations on the lives of men and women, and measure their respective participation in and contribution to society. This is significant to the IMUO set up process where buy-in and stakeholder consultation with different ministries and government agencies becomes fundamental to the development of a holistic yet relevant data collection programme which considers gender statistics. Gender statistics can show quantitative evidence of unequal female and male access to education, health, or economic resource. This information can empower policymakers to draft policies that improve opportunities for the disadvantaged sex and spearhead more effective use of human resources.

### Strategy 3: Build co-ownership of the IMUO

The CDPII has emphasised that the IMUO shall be an inclusive organisation where key stakeholders shall co-own its products and services. In order to build a sense of shared ownership of the IMUO, its development has to go beyond a technocratic approach to incorporate the socio-political element, adopting inclusive consultative processes that utilises effective methodology in engaging a diverse group of stakeholders. The consultative process should be done as extensive as possible covering the development of IMUO's vision and mission, the determination of results, the selection of targets and indicators, the frequency of assessment, and so on. This strategy advances a joint vision and enables access to a broader range of views, capturing information that may otherwise be overlooked, as well as helps obtain feedback on products and services that are truly relevant for stakeholders.

State and national initiatives such as Iskandar Malaysia Low Carbon Society and the Green Technology Application for the development of Low Carbon Cities (GTALCC) are such examples of stakeholders and potential beneficiaries from the IMUO setup. The multi-scale and multi-disciplinary data management required to advance each initiative can be developed into the function and output of IMUO. Data and statistical significant information can reveal gaps and open opportunities for implementing authorities to develop multi-pronged low carbon strategies to be implemented.

NGOs, advocates and researches can utilise social and environmental information i.e. statistics on gender, waste, diseases, resource consumption, pollution, etc, to communicate official and verified information to the public. A well-informed, aware community tend to make better collective decisions for public good and become more involved in state and local decision-making about issues that affect them as they become compelled to action by a common purpose. It is this public spirit that will be crucial to the guidance of institutions in a democracy.

<sup>17</sup> This is planned to be funded through parallel 11<sup>th</sup> Malaysia Plan development budget and will not be funded from this project.

<sup>18</sup> Refer to the Gender Statistics Manual by the United Nations Statistics Division - <http://unstats.un.org/unsd/genderstatmanual/Preface.ashx>

At a larger scale, data-based knowledge and facts become increasingly key in country negotiations with regards to transboundary impact of development activities in Iskandar Malaysia. Lack of data and consequently knowledge of any such transboundary impacts could lead to transboundary disputes and impede development plans.

The following processes will be important in building co-ownership of the IMUO:

**Table 13 Building Co-Ownership of the IMUO**

<b>International Benchmarking</b>	
	Review all possible international benchmarks (performance, process, policy)
	Consultation sessions with a broad segment of stakeholders to identify international benchmarks for Iskandar Malaysia
<b>Shared Performance Targets</b>	
	Consultation sessions to identify shared performance targets with state and local governments
	Identify technical services needed from state and local governments in supporting subnational planning processes
	Identify technical services needed from other external stakeholders i.e. private sector and civil society (including academics and NGOs)
	Develop mechanism to continuously update shared performance targets
<b>Regional planning and development</b>	
	Consultation sessions with a broad segment of stakeholders to identify outcome-level results
	Identify technical services needed from internal IRDA divisions
	Align different levels of performance management (if applicable)

### III. RESULTS AND PARTNERSHIPS

#### Expected Results

Planned Interventions	Expected Direct Results	Expected Indirect Results	Higher Level Results
<ol style="list-style-type: none"> <li>1. Develop the IMUO Business Plan</li> <li>2. Undertake comprehensive data assessment and development of data sharing policies</li> <li>3. Build co-ownership of the IMUO through a robust process of stakeholder consultations</li> </ol>	<p>Strategic ingredients that are vital to the operationalisation of the IMUO are in place i.e. a business model that is anchored in a shared sense of ownership serves as an operational blueprint for the IMUO and an in-depth understanding of the data and data-related needs of the IMUO.</p>	<p>Better regional planning and development, more well-coordinated performance management with subnational governments and better policies that are benchmarked to international standards.</p>	<p>Strategic Thrust 1: Enhancing inclusiveness towards an equitable society</p> <p>Focus Area D: Accelerating regional growth for better geographic balance</p> <p>Cross-Cutting: Transforming public service for productivity</p> <p>Focus Area A: Enhancing service delivery with citizens at the centre</p> <p>Strategy 3: Leveraging data to enhance outcomes and lower costs</p> <p>Focus Area E: Capitalising on local authorities for quality services at the local level</p> <p>Strategy 4: Intensifying public engagement and data sharing by local authorities</p> <p>CPAP Outcome: Effective policies and initiatives that promote socioeconomic inclusion, equity and resilience, especially for the bottom 40 per cent, are in place and implementation monitored</p> <p>CPAP Output 1b: Federal and state institutions responsible for economic and urban development improve planning capacities in the design, implementation and monitoring of programmes</p>

## Partnerships and Stakeholder Engagement

As IRDA is a regional authority that works with multiple layers of government at the federal and state levels, stakeholder engagements are important to reduce overlaps, find complementariness and develop value-add. The main partners and stakeholders are:

1. Economic Planning Unit (EPU), Regional Development Section: Main focal point for Focus Area D: Accelerating regional growth for better geographic balance in the 11<sup>th</sup> Malaysia Plan
2. Malaysia Administrative Modernisation and Management Planning Unit (MAMPU): Focal point for government big data analytics and open data for the public sector
3. Department of Statistics (DOS): Main national statistical body under the Prime Minister's Department
4. Malaysian Centre for Geospatial Data Infrastructure (MaCGDI): Main national GIS focal point
5. Ministry of Urban Wellbeing, Housing and Local Government (KPKT): National focal point for local government policy and regulatory implementation to create quality and sustainable living environment in line with the Nasional Vision.
6. Local Government Department (JKT): Focal point that studies, reviews and proposes amendments to the Local Government Act 1976 (Act 171), and processes application on upgrading and expansion of respective local authority areas as proposed by State Governments in accordance to regulation and relevant policies.
7. Federal Town and Country Planning Department (JPBD): Focal point for I-Plan to integrate all land-use plans from different administrative tiers into a seamless integrated land-use plan from all local planning authorities in Peninsular Malaysia up to all state town planning departments and then to the Federal Department of Town and Country Planning
8. State Economic Planning Unit of Johor (UPEN Johor): Focal point for Johor State Development Plan and ICT Blueprint with plan to set up a GIS unit under its purview
9. Johor Town and Country Planning Department: Focal point for GeoJohor, the state's GIS platform
10. Local Authorities: Focal points for respective local plans
11. Academic Institutions and Civil Society: Potential users of the IMUO

Two partnerships and stakeholder engagement strategies that will be undertaken are: (i) An output of the project will be dedicated to build co-ownership amongst identified stakeholders. This means that resources will be allocated to ensure that a sufficient and robust process of consultation is carried out in delivering the business plan and data assessment/policies; (ii) Main stakeholders from both Federal and State governments will be invited to be part of the National Steering Committee and Technical Steering Committee to ensure collective decision making on the overall project direction, both in governance and technical aspects.

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

During the project design stage, international experience has been leveraged to inform the scope and direction of the project. Case studies on South Africa, Thailand, Britain and Canada have been carried out by UNDP as reference materials for the establishment of the IMUO. A more in-depth research comparing similar GIS platforms in Johor with OneMap Singapore has also been conducted, followed by a visit by IRDA to OneMap Singapore for knowledge exchange. All the materials collected throughout this process will be used as reference materials in the project and the contacts established will form the basis for further South-South and Triangular Cooperation initiative. Malaysia's hosting of the World Urban Forum in 2018 is also another platform for SSC/TrC and has been included in the project activities.

### **Sustainability and Scaling Up**

In order to ensure sustainability, the project will work with existing institutions and processes as much as possible, positioning government as the main pillar behind this initiative, instead of establishing parallel structures and processes. It also prepares for the eventuality that the IMUO's ownership may need to be transferred to a relevant government agency or department, whether at Federal or State levels. These considerations, and others, will be deliberated in a robust process of stakeholder consultation to ensure that the final outcome will be a shared one.

As this is the first time an observatory of such nature is being established at the regional level in Iskandar Malaysia, the project has the potential to be scaled up and coordinated by a centralised agency in the other four corridors in Malaysia namely, East Coast Economic Region, Northern Corridor Economic Region, Sabah Development Corridor and Sarawak Corridor of Renewable Energy.

---

## IV. PROJECT AND RISK MANAGEMENT

### **Project Management**

The main project office/secretariat will be in IRDA, Johor Bahru. A Project Assistant will be hired to support the Project Manager (Senior VP/VP, ICT Department, IRDA) in overseeing and managing the day-to-day operations of the project. A satellite office will be set up in UNDP to oversee and manage project monitoring and evaluation as well as provide quality assurance and other project management support as and when needed.

### **Cost Efficiency and Effectiveness**

The project is expected to deliver maximum impact with efficient and effective use of available resources by linking the strategic development of the IMUO with the larger operational setup of the IMUO proposed to be funded by the government's 11<sup>th</sup> Malaysia Plan budget allocation. The project is designed around supplementing institutional processes instead of duplicating them, hence, enabling project outputs to be incorporated into national systems and processes, which can be sustained for the longer-term.

### **Risk Management**

Refer to Annex II: Risk and Mitigation.

## V. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the CPAP Results and Resources Framework:</b></p> <p>1.1. Effective policies and initiatives that promote socioeconomic inclusion, equity and resilience, especially for the bottom 40 per cent, are in place and implementation monitored</p> <p><b>Outcome indicators as stated in the CPAP Results and Resources Framework, including baselines and targets:</b></p> <p><b>Priority 1b:</b> Reducing spatial inequalities and promote inclusive and sustainable urbanisation and rural development</p> <p>3. Federal and state institutions responsible for economic and urban development improvement planning capacities in the design, implementation and monitoring of programmes</p> <p>Indicator 3.1: Number of national and subnational policies or plans focused on reducing inequalities and socio-economic achievements.</p> <p>Baseline: 2 Target: 6</p> <p><b>Applicable Output(s) from UNDP Strategic Plan:</b></p> <p>Outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded.</p> <p><b>Project title and ID: Designing Urban Observatory Governance and Data Analytics in Iskandar Malaysia</b></p>
--

OUTPUTS AND TOC	OUTPUT INDICATORS <sup>19</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
<p><b>Output 1</b></p> <p>IMUO Business Plan is developed and adopted.</p> <p>The IMUO Business Plan serves as the operational blueprint to obtain endorsement of its mandate and resources to operationalise the observatory – an establishment to complement and support federal and state institutions responsible for economic and urban development to strengthen</p>	<p><b>Results Indicator 1.1:</b></p> <p><i>Business Plan that consists of organisation framework, service and product strategy, long term and annual work plan, financial strategy, partnership and communication, capacity development and monitoring and evaluation.</i></p> <p>Data Source: Business Plan Frequency: 1</p>	<p><b>Year 2016</b></p> <p>1.1 Develop and finalise the outline and content of IMUO Business Plan.</p> <p>1.2 Develop the organisational framework of IMUO.</p> <p>1.3 Develop the service area and knowledge product strategy, and identify dissemination channels.</p>	<p>IRDA: Implementing Partner</p> <p>UNDP: Technical partner to provide policy and technical advisory services to the development of IMUO Business Plan.</p> <p>Johor State Economic Planning Unit and Local Authorities: Stakeholders,</p>	<p>Institutional and Strategic/Business Planning Experts, UNDP Public Policy and Local Governance Advisory Services</p> <p>US\$ 130,000</p> <p>Research Assistant(s) US\$ 15,000</p>

<sup>19</sup> It is recommended that projects use output indicators from the Strategic Plan, where relevant, in addition to project-specific results indicators.

OUTPUTS AND TOC	OUTPUT INDICATORS <sup>19</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
evidence-based and data-supported policy and technical advice in performing the three-prong functions, which are international benchmarking, shared performance targets, and regional planning and development.	<p><i>Baseline (2016): IMUO Business Plan does not exist.</i></p> <p><i>Target:</i></p> <p><i>(2016): Preliminary draft IMUO Business Plan completed.</i></p> <p><i>(2017): Final draft IMUO Business Plan completed.</i></p> <p><i>(2018): IMUO Business Plan adopted.</i></p>	<p>1.4 Develop the long term work plan 2019 – 2025 and annual work plan.</p> <p>1.5 Conduct stakeholders and partners’ analysis, and develop partnership and communication strategy.</p> <p>1.6 Develop a financial strategy 2019 – 2025 which includes funding sources and projections; financial management, reporting and accounting; and relevant fees for service and products (if applicable).</p> <p><b>Year 2017:</b></p> <p>1.7 Develop and conduct capacity needs assessment.</p> <p>1.8 Develop capacity development policy and learning plan.</p> <p>1.9 Develop monitoring and evaluation framework for IMUO.</p> <p><b>Year 2018:</b></p> <p>1.10 Identify and develop training modules.</p> <p>1.11 Conduct technical trainings for staff.</p> <p><i>Assumption:</i></p>	<p>beneficiaries and users of IMUO.</p> <p>Other key stakeholders include MAMPU, EPU Regional Development Section.</p>	<p>Travel (domestic) US\$ 6,000</p> <p>Printing and publication (IMUO Business Plan) US\$ 5,000</p> <p>In-kind contribution from IRDA/Johor state government staff time, provision of office facilities, etc. US\$ 200,000</p>

OUTPUTS AND TOC	OUTPUT INDICATORS <sup>19</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
<p><b>Output 2 IMUO Data Centre, Systems and Applications are developed.</b></p> <p>The data centre, systems and applications provide the main infrastructure for the IMUO to receive inputs and generate content that can inform economic and urban development planning.</p>		<p>Urban observatory is accepted willingly by all stakeholders and activities are carried out with due diligence, ensuring the successful establishment of the IMUO and increased institutional capacity for IMUO implementation.</p> <p><b>Risk:</b></p> <ul style="list-style-type: none"> <li>State and local governments and other stakeholders are not willing to participate in IMUO, leading to the continuation of non-evidence-based and data-supported regional planning and development, and weak capacity to fulfil the objectives and targets of CDPII.</li> <li>Expertise in urban observatory institutional set up and business model planning is a niche market, which leads to limited choices in selection of experts.</li> </ul>		
<p><b>Output 2 IMUO Data Centre, Systems and Applications are developed.</b></p> <p>The data centre, systems and applications provide the main infrastructure for the IMUO to receive inputs and generate content that can inform economic and urban development planning.</p>	<p><b>Results Indicator 2.1:</b>  <b>Data landscape review report as input to the setup of IMUO data centre and systems.</b>            Data Source: Report            Frequency: 1            Baseline (2016): Data landscape is not reviewed.</p>	<p><b>Year 2017:</b>            2.1 Identify all secondary data (GIS and non-GIS) that are relevant, in particular data that are available at the Johor/Iskandar Malaysia spatial scale.            2.2 Identify primary data collection needs including data on informality if applicable.</p>	<p>IRDA: Implementing Partner</p> <p>UNDP: Technical partner to provide policy and technical advisory services in the data landscape review and the development of data management policy and system for IMUO.</p>	<p>Development Data Management            Expert/Statistician,            UNDP Public Policy and Local Governance Advisory Services            US\$ 90,000            Research Assistant(s)</p>

OUTPUTS AND TOC	OUTPUT INDICATORS <sup>19</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
	<p>Target (2017): Data landscape review report completed.</p> <p><b>Results Indicator 2.2</b>  <b>Data management policy and system that assign data responsibilities, facilitate data collection, access and exchange, and integrate different typologies of data.</b>            Data Source: Policy/procedural document            Frequency: 1            Baseline (2016): Data management policy does not exist.            Target (2018): Data management policy and system developed.</p>	<p>2.3 Identify GIS digitisation needs.</p> <p><b>Year 2018:</b>            2.4 Develop a comprehensive data management policy which includes data collection and exchange in consultation with policies of other data custodians.            2.5 Develop a more integrated data management system that incorporates different typologies of data i.e. GIS.</p> <p><b>Assumptions:</b></p> <ul style="list-style-type: none"> <li>Federal and state governments are committed to allocate public funds and mobilise potential sourcing for IMUO Data Centre and infrastructure.</li> <li>Federal and state governments and relevant stakeholders are willing to provide access to latest data and statistics of relevant indicators.</li> </ul> <p><b>Risks:</b></p> <ul style="list-style-type: none"> <li>Federal and state governments will not be willing to reallocate public funds and potential sourcing for IMUO Data Centre</li> </ul>	<p>Johor State Economic Planning Unit and Local Authorities: stakeholders, beneficiaries and users of IMUO.</p> <p>Other key stakeholders include MAMPU, EPU Regional Development Section.</p>	<p>US\$ 10,000</p> <p>Travel (domestic)            US\$ 10,000</p> <p>In-kind contribution from IRDA/Johor state government staff time, provision of office facilities, etc.            US\$ 200,000</p>

OUTPUTS AND TOC	OUTPUT INDICATORS <sup>19</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
<p><b>Output 3</b>  <b>Co-ownership of the IMUO is built.</b>            Shared ownership of the IMUO is to be created and strengthened through inclusive consultative processes that utilise effective methodology in engaging a diverse group of stakeholders ranging from public sector, civil society and private sector.</p>	<p><b>Results Indicator 3.1</b>  <i>International benchmarks of performance, process and policy</i>            Data Source: Report            Frequency: 1            Baseline (2016): Preliminary stocktaking of international benchmarking available.            Target (2016): International benchmarking identified and agreed by stakeholders.</p> <p><b>Results Indicator 3.2</b>  <i>Shared performance targets for IMUO</i>            Data Source: Report            Frequency: 1            Baseline (2016): Shared performance targets do not exist.            Target (2017): Shared performance targets</p>	<p>and infrastructure due to economic downturn.</p> <ul style="list-style-type: none"> <li>There might be challenges in accessing recent or updated data and statistics of relevant indicators especially at federal, state, local and corporate levels.</li> </ul> <p><b>Year 2016:</b>            3.1 Review all possible international benchmarks (performance, process and policy).            3.2 Conduct consultation sessions with a broad segment of stakeholders to identify international benchmarks for Iskandar Malaysia.            3.3 Conduct 5 consultation sessions/workshops for business plan and data landscape review.            3.4 Conduct technical visit to Singapore OneMap.</p> <p><b>Year 2017:</b>            3.5 Conduct consultation sessions to identify shared performance targets with state and local governments.</p>	<p>IRDA: Implementing Partner</p> <p>UNDP: Technical partner to provide expertise in international benchmark for IMUO by tapping into broader network of UN development system, and to act as convener and facilitator in stakeholder engagement and partnership formulation.</p> <p>Johor State Economic Planning Unit and Local Authorities: stakeholders, beneficiaries and users of IMUO.</p> <p>Other key stakeholders include MAMPU, EPU Regional Development Section.</p>	<p>Experts/Resource Persons (international and national), UNDP Public Policy and International Best Practices Services US\$ 129,501.89</p> <p>Research Assistant(s) US\$ 15,000</p> <p>Travel (domestic) US\$ 3,000</p> <p>Travel (international) US\$ 7,000</p> <p>Training/workshop/conference/learning costs US\$ 90,700</p> <p>In-kind contribution from IRDA/Johor state government staff time,</p>

OUTPUTS AND TOC	OUTPUT INDICATORS <sup>19</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
	<p>identified and agreed by stakeholders.</p> <p><b>Results Indicator 3.3</b>  <b>Outcome-level results for IMUO</b>  Data Source: Report, planning document  Frequency: Not applicable  Baseline (2016): Outcome-level results have not been identified.  Target (2018): Outcome-level results identified and agreed.</p> <p><b>Results Indicator 3.4</b>  <b>IMUO Partnership with academics and NGOs</b>  Data Source: Procedural document, report  Frequency: Not applicable  Baseline (2016): Partnership with academics and NGOs for IMUO does not exist.  Target (2019): Partnerships with academics and NGOs finalised.</p>	<p>3.6 Identify technical services needed from state and local governments in supporting subnational planning processes.</p> <p>3.7 Identify technical services needed from other external stakeholders i.e. private sector and civil society (including academics and NGOs).</p> <p>3.8 Develop mechanism to continuously update shared performance targets.</p> <p><b>Year 2018:</b></p> <p>3.9 Consultation sessions with a broad segment of stakeholders to identify outcome-level results.</p> <p>3.10 Identify technical services needed from internal IRDA divisions.</p> <p>3.11 Participate and organise exchange/showcase session on IMUO experience at the World Urban Forum in Kuala Lumpur.</p> <p><b>Year 2019:</b></p> <p>3.12 Form and finalise partnerships with academics and NGOs</p>		<p>provision of office facilities, etc.  US\$ 100,000</p>

OUTPUTS AND TOC	OUTPUT INDICATORS <sup>19</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
		<p>3.13 Align different levels of performance management (if applicable).</p> <p><i>Assumption:</i>  <i>Urban observatory is accepted willingly by all stakeholders and activities are carried out with due diligence, ensuring the successful establishment of IMUO and increased institutional capacity for IMUO implementation.</i></p> <p><i>Risk:</i>  <i>State and local governments and other stakeholders are not willing to participate in IMUO, leading to the continuation of non-evidence-based and data-supported regional planning and development, and weak capacity to fulfil the objectives and targets of CDPII.</i></p>		
<p><b>Project Management including Monitoring and Evaluation</b></p>	<p><b>Results Indicator</b>  <i>Data Source: Project progress report</i>  <i>Frequency: Annually</i>  <i>Baseline (2016):</i>  <i>Target (2016 - 2019):</i></p> <ul style="list-style-type: none"> <li>• <i>Annual project budget is delivered at least 95% by every 31 December.</i></li> <li>• <i>Project is rated Satisfactory for outcome</i></li> </ul>	<p><b>Year 2016 - 2019:</b>  4.1 Conduct project board/national steering committee meeting at least twice a year.  4.2 Prepare and submit mid-year progress report and annual project report.</p> <p><b>Year 2019:</b></p>	<p>IRDA: organisation of project board/national steering committee meeting and preparation of project progress reports.</p> <p>UNDP: provision of project management support services including financial management, procurement,</p>	<p><i>Monitoring Cost</i>  <i>US\$ 10,000</i></p> <p><i>Direct Project Costs</i>  <i>US\$ 17,100</i></p> <p><i>General Management Support (6% of Government Cost-Sharing)</i>  <i>US\$ 31,698.11</i></p>

OUTPUTS AND TOC	OUTPUT INDICATORS <sup>19</sup>	ACTIVITIES, RISKS AND ASSUMPTIONS	ROLE OF PARTNERS	INPUTS
	<i>and output progress under the Project Terminal Evaluation in 2019.</i>	4.3 Conduct project terminal evaluation.	monitoring, evaluation & reporting, etc.	

---

## VI. 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, 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 the 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 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 log 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 management and identify agreed management actions to address the issues. 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 toward 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 advisor 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 utilise 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 from 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 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 - summarising 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 the 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 organisation.

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

## VII. MULTI-YEAR WORK PLAN

EXPECTED OUTPUTS and RESULTS INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2016	2017	2018	2019		Funding Source	Budget Description	Amount (US\$)
<p>Output 1 IMUO Business Plan is developed and adopted.</p> <p><i>Results indicator 1.1</i></p> <p><i>Business Plan that consists of organisation framework, service and product strategy, long term and annual work plan, financial strategy, partnership and communication, capacity development and monitoring and evaluation.</i></p> <p><i>Baseline (2016): IMUO business plan does not exist.</i></p> <p><i>Target:</i></p> <p><i>2016: Preliminary draft IMUO Business Plan completed.</i></p> <p><i>2017: Final draft IMUO Business Plan completed.</i></p> <p><i>2018: IMUO Business Plan adopted.</i></p>	1.1 Develop and finalise the outline and content of IMUO Business Plan.	X				IRDA, UNDP	Government Cost-Sharing	Institutional and Strategic/Business Planning Experts, UNDP Public Policy and Local Governance Advisory Services	130,000
	1.2 Develop the organisational framework of IMUO.	X				IRDA, UNDP			
	1.3 Develop the service area and knowledge product strategy, and identify dissemination channels.	X				IRDA, UNDP			
	1.4 Develop the long term work plan 2019 – 2025 and annual work plan.	X				IRDA, UNDP	Government Cost-Sharing	Research Assistant(s)	15,000
	1.5 Conduct stakeholder and partner analysis, and develop partnership and communication strategy.	X				IRDA, UNDP	Government Cost-Sharing	Travel (domestic)	6,000
	1.6 Develop a financial strategy 2019 – 2025 which includes funding sources and projections; financial management, reporting and accounting; and relevant fees for service and products (if applicable).	X				IRDA, UNDP	Government Cost-Sharing	Printing and publication (IMUO Business Plan)	5,000
	1.7 Develop and conduct capacity needs assessment.		X			IRDA, UNDP			
	1.8 Develop capacity development policy and learning plan.		X			IRDA, UNDP			

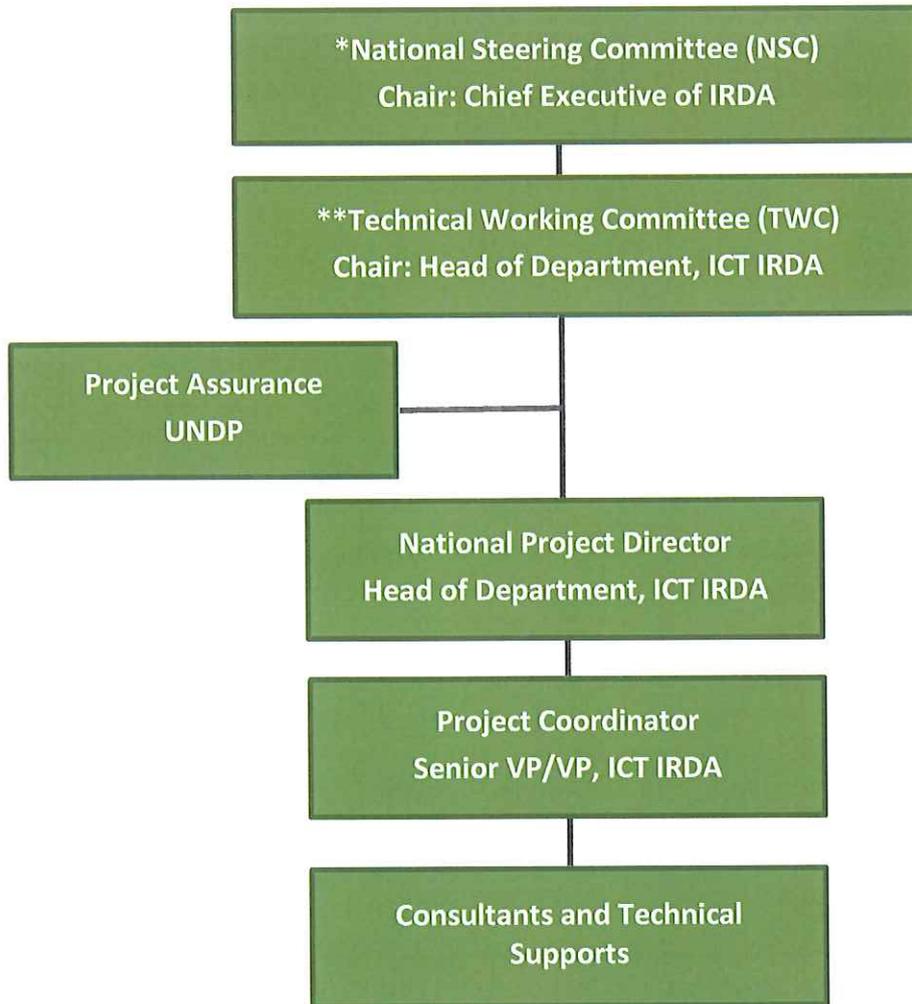
EXPECTED OUTPUTS and RESULTS INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2016	2017	2018	2019		Funding Source	Budget Description	Amount (US\$)
	1.9 Develop monitoring and evaluation framework for IMUO		X			IRDA, UNDP			
	1.10 Identify and develop training modules.			X		IRDA, UNDP			
	1.11 Conduct technical trainings for staff.			X		IRDA, UNDP			
<b>SUBTOTAL</b>									156,000
<b>Output 2 IMUO Data Centre, Systems and Applications are developed.</b>	2.1 Identify all secondary data (GIS and non-GIS) that are relevant, in particular data that are available at the Johor/Iskandar Malaysia spatial scale.		X			IRDA, UNDP	Government Cost-Sharing	Development Data Management Expert/ Statistician, UNDP Public Policy and Local Governance Advisory Services	90,000
<i>Results Indicator 2.1: Data landscape review report as input to the set-up of IMUO data centre and systems.</i>	2.2 Identify primary data collection needs including data on informality (if applicable).		X			IRDA, UNDP			
<i>Baseline (2016): Data landscape is not reviewed.</i>	2.3 Identify GIS digitisation needs.		X			IRDA, UNDP			
<i>Target (2017): Data landscape review report completed.</i>	2.4 Develop a comprehensive data management policy which includes data collection and exchange in consultation with policies of other data custodians.			X		IRDA, UNDP	Government Cost-Sharing	Research Assistant(s)	10,000
							Government Cost-Sharing	Travel (domestic)	10,000

EXPECTED OUTPUTS and RESULTS INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		2016	2017	2018	2019		Funding Source	Budget Description
Results Indicator 2.2 <i>Data management policy and system that assign, data responsibilities, facilitate data collection, access and exchange, and integrate different typologies of data.</i>	2.5 Develop a more integrated data management system that incorporates different typologies of data i.e. GIS.							
Baseline (2016): <i>Data management policy does not exist.</i>				X		IRDA, UNDP		
Target (2018): <i>Data management policy and system developed.</i>								
<b>SUBTOTAL</b>								110,000
<b>Output 3 Co-ownership of the IMUO is built.</b>	3.1 Review all possible international benchmarks (performance, process and policy).	X				IRDA, UNDP	Government Cost-Sharing	129,501.89
Results Indicator 3.1 <i>International benchmarks of performance, process and policy</i>	3.2 Conduct consultation sessions with a broad segment of stakeholders to identify international benchmarks for Iskandar Malaysia.	X				IRDA, UNDP	Government Cost-Sharing	15,000
Baseline (2016): <i>Preliminary stocktaking of international benchmarking available.</i>	3.3 Conduct 5 consultation sessions/workshops for business plan and data landscape review.	X				IRDA, UNDP	Government Cost-Sharing	

EXPECTED OUTPUTS and RESULTS INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2016	2017	2018	2019		Funding Source	Budget Description	Amount (US\$)
Target (2016): International benchmarking identified and agreed by stakeholders.	3.4 Conduct technical visit to Singapore OneMap.	X				IRDA, UNDP	Government Cost-Sharing	Travel (domestic)	3,000
	3.5 Conduct consultation sessions to identify shared performance targets with state and local governments.		X			IRDA, UNDP	Government Cost-Sharing	Travel (international)	7,000
Results Indicator 3.2 Shared performance targets for IMUO	3.6 Identify technical services needed from state and local governments in supporting subnational planning processes.		X			IRDA, UNDP	Government Cost-Sharing	Training/ workshop/ conference/ learning costs	90,700
Baseline (2016): Shared performance targets do not exist.	3.7 Identify technical services needed from other external stakeholders i.e. private sector and civil society (including academics and NGOs).		X			IRDA, UNDP			
Target (2017): Shared performance targets identified and agreed by stakeholders.	3.8 Develop mechanism to continuously update shared performance targets.		X			IRDA, UNDP			
Results Indicator 3.3 Outcome-level results for IMUO	3.9 Conduct consultation sessions with a broad segment of stakeholders to identify outcome-level results.			X		IRDA, UNDP			
Baseline (2016): Outcome-level results have not identified.	3.10 Identify technical services needed from internal IRDA divisions.			X		IRDA, UNDP			

EXPECTED OUTPUTS and RESULTS INDICATORS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		2016	2017	2018	2019		Funding Source	Budget Description	Amount (US\$)
<p><i>Target (2018): Outcome-level results identified and agreed.</i></p> <p><i>Results Indicator 3.4</i></p> <p><i>IMUO Partnership with academics and NGOs</i></p> <p><i>Baseline (2016): Partnership with academics and NGOs for IMUO does not exist.</i></p> <p><i>Target (2019): Partnerships with academics and NGOs finalised.</i></p>	3.11 Participate and organise exchange/showcase session on IMUO experience at the World Urban Forum in Kuala Lumpur.			X		IRDA, UNDP			
	3.12 Form and finalise partnerships with academics and NGOs.				X	IRDA, UNDP			
	3.13 Align different levels of performance management (if applicable).				X	IRDA, UNDP			
<b>SUBTOTAL</b>								245,201.89	
<b>Project Management and Evaluation (as relevant)</b>	4.1 Conduct project board/national steering committee meeting at least twice a year.	X	X	X	X	IRDA	TRAC	Monitoring - travel	10,000
	4.2 Prepare and submit mid-year progress report and annual project report.	X	X	X	X	IRDA, UNDP	Government Cost-Sharing	Direct Project Costs	17,100
	4.3 Conduct project terminal evaluation.				X	UNDP	Government Cost-Sharing	General Management Support (6% of Government Cost-Sharing)	31,698.11
<b>SUBTOTAL</b>								58,798.11	
<b>TOTAL</b>								<b>570,000.00</b>	

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS



### \*National Steering Committee (NSC) Members: -

- Economic Planning Unit (EPU)
- Malaysian Administrative Modernisation and Management Planning Unit (MAMPU)
- Department of Statistics (DOS) Malaysia
- Johor Economic Planning Unit (UPEN)
- Ministry of Urban Wellbeing, Housing and Local Government (KPKT), Local Government Department (JKT)
- Town and Country Planning Department (JPBD) HQ
- United Nations Development Programme (UNDP)

### \*\*Technical Working Committee Members: -

- Department of Statistics (DOS) Malaysia
- Malaysian Centre for Geospatial Data Infrastructure (MaCGDI)
- Malaysian Administrative Modernisation and Management Planning Unit (MAMPU)
- Johor Economic Planning Unit (UPEN)
- Ministry of Urban Wellbeing, Housing and Local Government (KPKT), Local Government Department (JKT)
- Town and Country Planning Department (JPBD) Johor
- PBT/State Agency GIS
- United Nations Development Programme (UNDP)

## 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's 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; and
- Reimbursement to the Implementing Partner for obligations made and expenditure incurred by them in support of activities.

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

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

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

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

A project revision shall be made when appropriate; to respond to changes in the development context or to adjust the design and resource allocation to ensure the effectiveness of the project, provided that the project remains relevant to the CPAP. A project revision shall be supported by the record of an approved decision made by the project 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; and
- Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

### **UNDP Support Services**

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

- identification and recruitment of project personnel;
- procurement of goods and services; and
- 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 contributions:

- Assist in gaining access to all relevant data and information required 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; and
- Facilities for convening meetings, workshops and seminars.

---

## IX. 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.

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”.

**ANNEX I: PROJECT BUDGET & IN-KIND CONTRIBUTION BREAKDOWN**

**Project Budget**

Output/Atlas Activity	Responsible Party	Fund Code	Donor	Atlas Budgetary Account Code	ATLAS Budget Description	Amount 2016 (US\$)	Amount 2017 (US\$)	Amount 2018 (US\$)	Amount 2019 (US\$)	Total (US\$)
Output 1	IRDA – 000XXX	GCS 30083	GOM 00157	71300	Local consultants – Institutional and Strategic/Business Planning Experts and UNDP Public Policy and Local Governance	20,000.00	55,000.00	55,000.00	-	130,000.00
		GCS 30083	GOM 00157	71400	Contractual services – Research Assistant(s)	5,000.00	5,000.00	5,000.00	-	15,000.00
		GCS 30083	GOM 00157	71600	Travel – ticket, DSA and terminal expenses	2,000.00	2,000.00	2,000.00	-	6,000.00
		GCS 30083	GOM 00157	74210	Printing and publication for IMUO Business Plan	-	-	5,000.00	-	5,000.00
		GCS 30083	GOM 00157	75100	6% GMS (facilities and administration)	1,620.00	3,720.00	4,020.00	-	9,360.00
						<b>Subtotal GCS (inclusive 6% GMS)</b>	<b>28,620.00</b>	<b>65,720.00</b>	<b>71,020.00</b>	<b>-</b>
				<b>Subtotal TRAC</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	
				<b>Subtotal for Output 1</b>	<b>28,620.00</b>	<b>65,720.00</b>	<b>71,020.00</b>	<b>-</b>	<b>165,360.00</b>	
Output 2	IRDA – 000XXX	GCS 30083	GOM 00157	71300	Local consultants – Development Data Management Expert/ Statistician and UNDP Policy Advisory	25,000.00	55,000.00	5,000.00	5,000.00	90,000.00
		GCS 30083	GOM 00157	71400	Contractual services – Research Assistant(s)	5,000.00	5,000.00	-	-	10,000.00

Output/Atlas Activity	Responsible Party	Fund Code	Donor	Atlas Budgetary Account Code	Atlas Budget Description	Amount 2016 (US\$)	Amount 2017 (US\$)	Amount 2018 (US\$)	Amount 2019 (US\$)	Total			
										(US\$)			
Output 3	IRDA – 000XXX	GCS 30083	GOM 00157	71600	Travel – ticket, DSA and terminal expenses	5,000.00	5,000.00	-	-	10,000.00			
		GCS 30083	GOM 00157	75100	6% GMS (facilities and administration)	2,100.00	3,900.00	300.00	300.00	6,600.00			
					<b>Subtotal GCS (inclusive 6% GMS)</b>	<b>37,100.00</b>	<b>68,900.00</b>	<b>5,300.00</b>	<b>5,300.00</b>	<b>116,600.00</b>			
					Subtotal TRAC	-	-	-	-	-			
					<b>Subtotal for Output 2</b>	<b>37,100.00</b>	<b>68,900.00</b>	<b>5,300.00</b>	<b>5,300.00</b>	<b>116,600.00</b>			
				GCS 30083	GOM 00157	71200	International consultants – technical expert/resource person	10,000.00	20,000.00	-	-	30,000.00	
				GCS 30083	GOM 00157	71300	Local consultants – technical expert/resource person and UNDP Policy and Technical Advisory	15,000.00	45,000.00	34,301.89	5,200.00	99,501.89	
				GCS 30083	GOM 00157	71400	Contractual services – Research Assistant(s)	5,000.00	5,000.00	5,000.00	-	15,000.00	
				GCS 30083	GOM 00157	71600	Travel – domestic and international ticket, DSA and terminal expenses	5,000.00	5,000.00	-	-	10,000.00	
				GCS 30083	GOM 00157	75700	Training/workshop/conference/learning costs	13,000.00	29,000.00	48,700.00	-	90,700.00	
		GCS 30083	GOM 00157	75100	6% GMS (facilities and administration)	2,880.00	6,240.00	5,280.11	312.00	14,712.11			
					<b>Subtotal GCS (inclusive 6% GMS)</b>	<b>50,880.00</b>	<b>110,240.00</b>	<b>93,282.00</b>	<b>5,512.00</b>	<b>259,914.00</b>			
					Subtotal TRAC	-	-	-	-	-			

Output/Atlas Activity	Responsible Party	Fund Code	Donor	ATLAS Budgetary Account Code	ATLAS Budget Description	Amount 2016 (US\$)	Amount 2017 (US\$)	Amount 2018 (US\$)	Amount 2019 (US\$)	Total (US\$)
					<b>Subtotal for Output 3</b>	<b>50,880.00</b>	<b>110,240.00</b>	<b>93,282.00</b>	<b>5,512.00</b>	<b>259,914.00</b>
		TRAC 04000	UNDP 00012	71600	Travel – monitoring	3,000.00	3,000.00	2,000.00	2,000.00	10,000.00
		GCS 30083	GOM 00157	74598	Direct project costs - GOE	4,000.00	6,000.00	5,100.00	2,000.00	17,100.00
Project Management and Monitoring & Evaluation	UNDP – 001981	GCS 30083	GOM 00157	75100	6% GMS (facilities and administration)	240.00	360.00	306.00	120.00	1,026.00
					<b>Subtotal (GCS) (inclusive 6% GMS)</b>	<b>4,240.00</b>	<b>6,360.00</b>	<b>5,406.00</b>	<b>2,120.00</b>	<b>18,126.00</b>
					<b>Subtotal TRAC</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>2,000.00</b>	<b>2,000.00</b>	<b>10,000.00</b>
					<b>Subtotal for Project Management and Evaluation</b>	<b>7,240.00</b>	<b>9,360.00</b>	<b>7,406.00</b>	<b>4,120.00</b>	<b>28,126.00</b>
					<b>PROJECT SUBTOTAL (GCS) (inclusive of 6% GMS)</b>	<b>120,840.00</b>	<b>251,220.00</b>	<b>175,008.00</b>	<b>12,932.00</b>	<b>560,000.00</b>
					<b>PROJECT SUBTOTAL (TRAC)</b>	<b>3,000.00</b>	<b>3,000.00</b>	<b>2,000.00</b>	<b>2,000.00</b>	<b>10,000.00</b>
					<b>PROJECT TOTAL BUDGET (Project Subtotal + 6% GMS)</b>	<b>123,840.00</b>	<b>254,220.00</b>	<b>177,008.00</b>	<b>14,932.00</b>	<b>570,000.00</b>
					<b>IN-KIND CONTRIBUTION</b>					<b>500,000.00</b>
					<b>GRAND TOTAL (PROJECT TOTAL BUDGET + IN-KIND CONTRIBUTION)</b>					<b>1,070,000.00</b>

### In-Kind Contribution Breakdown

No	Budget Description	Amount 2016 (USD)	Amount 2017 (USD)	Amount 2018 (USD)	Amount 2019 (USD)	TOTAL (USD)
1	Staff costs for 8 IRDA staff members including 1 Project Director, 1 senior management, 1 Project Manager and 5 team members	75,000.00	125,000.00	50,000.00	50,000.00	300,000.00
2	Travel for government staff including meal, lodging, air/transport ticket, etc.	37,500.00	37,500.00	12,500.00	12,500.00	100,000.00
3	IRDA KL and JB office space/rental	-	-	-	-	-
4	Utility bills (electricity and water)	1,250.00	1,250.00	1,250.00	1,250.00	5,000.00
5	Telephone and fax usage for IRDA staff members	5,000.00	5,000.00	5,000.00	5,000.00	20,000.00
6	Printing and paper (black & white and coloured printing)	2,500.00	2,500.00	2,500.00	2,500.00	10,000.00
7	Use of IP venue for conference, training and seminar	18,750.00	18,750.00	6,250.00	6,250.00	50,000.00
8	Venue/F&B - 19 meetings per year with US\$200 per meeting	3,750.00	3,750.00	3,750.00	3,750.00	15,000.00
<b>TOTAL in US Dollars</b>						<b>500,000.00</b>

## ANNEX II: RISKS AND MITIGATION

Description	Type	Impact and Probability	Mitigation Measure
Staff turnover within IRDA affects continuity and sustainability of IMUO beyond project cycle.	Others	Probability: High Impact: High	Ensure knowledge transfer, supported by complete documentation of project implementation, and structured hand over is done properly.
The value of US Dollars foreign exchange against the ringgit may reduce during the project cycle.	Financial	Probability: Medium Impact: Medium	There will be a need to regularly monitor the exchange rate to ensure that it does not affect the budget of the project. If there are major changes, the budget will be adjusted accordingly and approved by NSC.
Federal and state governments will not be willing to reallocate public funds and potential sourcing for IMUO Data Centre and infrastructure due to economic downturn.	Financial	Probability: High Impact: High	Continuous engagement required with relevant agencies/ministries to seek available grants/funds which IRDA can collaborate for the usage of the grants/funds.  Engage with Project Board Management to bring to their attention the financing challenges in addition to frequent financial performance updates.
State and local governments and other stakeholders are not willing to participate in IMUO, leading to the continuation of non-evidence-based and data-supported regional planning and development, and weak capacity to fulfil the objectives and targets of CDPii.	Political	Probability: Low-Medium	Continuous engagements are required with these stakeholders and a pilot project is required to be showcased to reflect the importance of IMUO for regional planning and development.
There might be challenges in accessing recent or updated data and statistics on relevant indicators especially at federal,	Others	Probability: Medium Impact: High	There will be a need to engage with different institutions such as government agencies particularly the Department of Statistics, state and local governments, businesses, civil society, and the academia to source the needed and most

state, local and corporate levels.			current data available and complemented with statistical rigorous primary data, if necessary.
Expertise in urban observatory institutional setup and business model planning is a niche market, which leads to limited choices in selection of experts.	Others	Probability: Medium Impact: High	<ul style="list-style-type: none"> <li>• Ensure the scope of work is very clear; and</li> <li>• Thorough assessment should be carried out in selecting the consultant</li> </ul>

### **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 records 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 Chief Executive of IRDA. The ICT Division of IRDA will act as Secretariat to the NSC. Members of the NSC will consist of representatives from the relevant divisions in Economic Planning Unit (EPU), Malaysian Administrative Modernisation and Management Planning Unit (MAMPU), Department of Statistics (DOS) Malaysia, Johor Economic Planning Unit (UPEN), Local Government Department (JKT) under the Ministry of Urban Wellbeing, Housing and Local Government (KPKT), Town and Country Planning Department (JPBD) HQ, United Nations Development Programme (UNDP) 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 is 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 Annual 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 organisations involved in the execution of the project and ensure harmony with related activities;
- Advice on the long term sustainability strategy of the project; and
- 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 advisor to the NSC.

The TWC will be chaired by (Head of Department, ICT IRDA) and the (ICT Division IRDA) 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 to:

- 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 to 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
- Regularly monitor 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 Head of Department, ICT IRDA. 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- coordinating authority, in accordance with established procedures;
- Preparing work plans in discussion with UNDP;
- Mobilising national institutional mechanisms for smooth progress of project;
- Providing formal project/deliverable acceptance and sign-off upon verification of the project outputs;
- Reviewing project status reports;
- Providing direction and guidance on project-related issues; and
- Providing advice and guidance to the project team.

# ANNEX VII: PROJECT ANNUAL REPORT TEMPLATES

## A. Annual Progress Report (APR) Template



### COUNTRY PROGRAMME ACTION PLAN 2016-2020



#### ANNUAL PROGRESS REPORT 2016

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

2016 AWP Budget:	Total Project Budget:
2016 AWP Budget (Revised):	Total Project Expenditure:
2016 Expenditure:	Total Project Expenditure (%):
2016 Expenditure (%):	Total In-Kind Contribution:
2016 In-Kind Contribution:	Gender Marker Rating (ATLAS):

<p><b>OUTPUT 1:</b></p> <p>Activity 1: Target 2016: Achievement and Results 2016:</p> <p>Activity 2: Target 2016: Achievement and Results 2016:</p> <p>Remarks if any project activities and targets were not implemented or amended.</p>
<p><b>OUTPUT 2:</b></p> <p>Activity 1: Target 2016: Achievement and Results 2016:</p> <p>Activity 2: Target 2016: Achievement and Results 2016:</p> <p>Remarks if any project activities and targets were not implemented or amended.</p>

OUTPUT 3:
Activity 1: Target 2016: Achievement and Results 2016:  Activity 2: Target 2016: Achievement and Results 2016:  Remarks if any project activities and targets were not implemented or amended.

## 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 utilised 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 organisations 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 utilised 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 utilised in state/national/agency policies in gender sensitive ways; and/or stakeholder capacity in collecting, retrieving, and analysing 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

## B. Mid-Year Progress Report (MYPR) Template



### COUNTRY PROGRAMME ACTION PLAN 2016-2020



Empowered lives.  
Resilient nations.

#### MID-YEAR PROGRESS REPORT 2016

#### SECTION A: TO BE COMPLETED BY UNDP MALAYSIA

##### 1. PROJECT DETAILS

Project Title:	Award ID:
Implementing Partner:	Project ID:
	Project Period (Project Document):
	Revised Project End Date (If Any):

##### 2. FINANCIAL MANAGEMENT

2016 AWP Budget: USD	Total Cumulative Expenditure: USD
2016 Expenditure - As of 30 June: USD	Total Cumulative Expenditure (%):
2016 Expenditure - As of 30 June (%):	

##### 3. PROJECT MANAGEMENT

NSC: <input type="checkbox"/> Yes <input type="checkbox"/> No	NSC Date (Actual/ Scheduled):
Minutes (Attached): <input type="checkbox"/> Yes <input type="checkbox"/> No	NSC Chair & Designation:

##### 4. RISK LOG MANAGEMENT AND MONITORING

Risk Log Reviewed: <input type="checkbox"/> Yes <input type="checkbox"/> No	Last Log Update:
Risk Log Amended: <input type="checkbox"/> Yes <input type="checkbox"/> No	Last Log Amendment:

##### 5. AUDIT AND EVALUATION

NIM Audit: <input type="checkbox"/> Yes <input type="checkbox"/> No	Project Evaluation: <input type="checkbox"/> Yes <input type="checkbox"/> No
Report (Attached): <input type="checkbox"/> Yes <input type="checkbox"/> No	Report (Attached): <input type="checkbox"/> Yes <input type="checkbox"/> No
Rating:	Rating:

SECTION B: TO BE COMPLETED BY IMPLEMENTING PARTNER

1. 2016 OUTPUT TARGETS AND STATUS	
Output 1: Name	
Target:	Status: <input type="checkbox"/> On Track <input type="checkbox"/> Off Track Details:
Output 2: Name	
Target:	Status: <input type="checkbox"/> On Track <input type="checkbox"/> Off Track Details:
Output 3: Name	
Target:	Status: <input type="checkbox"/> On Track <input type="checkbox"/> Off Track Details:
Output 4: Name	
Target:	Status: <input type="checkbox"/> On Track <input type="checkbox"/> Off Track Details:

2. ISSUES AND CHALLENGES
Description:
Action Taken By implementing Partner:
Additional Support Requested from UNDP/ EPU:

Mid Year Progress Report 2016 approved by:

.....  
 Name:  
 Designation:  
 Date:

