

# ANNUAL REPORT

Financial Year 2020

JULY 2019 - JUNE 2020

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Global Knowledge & Research Hub  
in Malaysia

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## **About the World Bank Group Knowledge and Research Hub in Malaysia**

The Global Knowledge and Research Hub in Malaysia (the Hub) has become a central part of the long-standing development partnership between Malaysia and the World Bank Group (WBG). It is the first of its kind within the WBG and serves as a platform for: incubating and generating innovative policy solutions with global impact; sharing expertise and global experience in support of Malaysia's development goals; disseminating development experiences and organizing South-South learning activities; and producing cutting-edge economic research and global public goods.

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# Abbreviations

AARG	ASEAN Audit Regulatory Group
ACMF	ASEAN Capital Markets Forum
ADB	Asian Development Bank
AFA	ASEAN Federation of Accountants
AFI	Alliance for Financial Inclusion
AgPER	Agriculture Sector Public Expenditure Review
AIBIM	Association of Islamic Banking and Financial Institutions
AICB	Asian Institute of Chartered Bankers
APEC	Asia-Pacific Economic Cooperation
ASB	Asia School of Business
ASEAN	Association of Southeast Asian Nations
B40	Bottom 40 percent of households
BAPPENAS	Ministry of National Planning & Development
BARMM	Bangsamoro Autonomous Region of Muslim Mindanao
BNM	Bank Negara Malaysia
BPMB	Malaysia Development Bank
BSP	Philippines Central Bank
CISO	Chief Information Security Officer
CMU	Country Management Unit
CoP	Community of Practice
COL	Critical Occupations List
COVID-19	Coronavirus disease 2019
CSDU	Civil Service Delivery Unit
CSE	Crisis Simulation Exercise
DB	Doing Business
DBI	Digital Business Indicators
DECIG	Global Indicators Group
DECRG	Development Economics Research Group
DFI	Development Financial Institution
DOSM	Department of Statistics Malaysia
EAP	East Asia and Pacific
EBA	Enabling the Business of Agriculture
EFI	Equitable Growth, Finance and Institutions
EO	End Outcomes
EPF	Employees Provident Fund
EPU	Economic Planning Unit
ERP	Economic Recovery Plan
ES	Enterprise Surveys
ESG	Environmental, Social, and Governance
ESIAF	Environmental and Social Impact Assessment Framework
FAEA	Federation of ASEAN Economists Association
FCI	Finance, Competitiveness, and Innovation

FDI	Foreign Direct Investment
FY	Financial Year
GDP	Gross Domestic Product
GFDR	Global Financial Development Report
GFLP	Green Finance Leadership Program
GFRID	Global Forum on Remittances, Investment and Development
GGP	Governance Global Practice
GLC	Government-linked Company
GLIC	Government-linked Investment Company
GoM	Government of Malaysia
GP	Global Practice
GRP	Good Regulatory Practices
GST	Goods and Services Tax
HD	Human Development
HFC	Hydrofluorocarbon
IADI	International Association for Deposit Insurers
ICO	Initial Coin Offering
IDA	International Development Association
IDEAS	The Institute for Democracy and Economic Affairs
IDFR	Institute of Diplomacy and Foreign Relations
IFAD	International Fund for Agricultural Development
IFC	International Finance Corporation
IFRS	International Financial Reporting Standards
IFSB	Islamic Financial Services Board
IGEM	International Greentech and EcoProducts Conference
IO	Intermediate Outcomes
ILMIA	Institute of Labour Market Information and Analysis
IMF	International Monetary Fund
INCEIF	International Centre for Education in Islamic Finance
INSEAD	European Institute of Business Administration
INTAN	National Institute of Public Administration
IOSCO	International Organization of Securities Commissions
ISEAS	The Institute of Southeast Asian Studies
ISRA	International Shari'ah Research Academy
KATS	Ministry of Water, Land and Natural Resources
KDIS	Korea Development Institute School
KPDNHEP	Ministry of Domestic Trade and Consumer Affairs
KPKT	Ministry of Housing and Local Government
KRI	Khazanah Research Institute
KWAP	Retirement Fund
KYC	Know Your Client
LHDN	Inland Revenue Board
LTGM	Long-Term Growth Model

LTGM-HC	Human Capital Extension	PMO	Prime Minister's Office
LTGM-PC	Public Capital Extension	PNB	Permodalan Nasional Berhad
LTGM-TFP	Total Factor Productivity Extension	PNG	Papua New Guinea
MAIN	Multi-sectoral, Area-based, Integrated and Networked	PPP	Public-Private Partnership
MAMPU	Malaysian Administrative Modernisation and Management Planning Unit	PRC	People's Republic of China
MEA	Malaysia Economic Association	PSD	Public Service Department
MEDAC	Ministry of Entrepreneurship Development and Cooperatives	QR	Quick Response
MEM	Malaysia Economic Monitor	R&D	Research and Development
MESTECC	Ministry of Energy, Science, Technology and Climate Change	RAS	Reimbursable Advisory Services
MCO	Movement Control Order	RPB	Research & Policy Brief
MDEC	Malaysia Digital Economy Corporation	REFSA	Research for Social Advancement
MIA	Malaysian Institute of Accountants	RMK-11	11th Malaysia Plan
MIDA	Malaysian Investment Development Authority	SBN	Sustainable Banking Network
MIFC	Malaysia International Islamic Financial Centre	SC	Securities Commission Malaysia
MITI	Ministry of International Trade and Industry	SDG	Sustainable Development Goal
MO	Key Modalities	SEACEN	The South East Asian Central Banks
MOA	Ministry of Agriculture	SME	Small and medium enterprise
MOE	Ministry of Education	SOCSO	Social Security Organisation
MOF	Ministry of Finance	SRI	Socially Responsible Investment
MoHR	Ministry of Human Resources	SST	Sales and Services Tax
MPC	Malaysian Productivity Corporation	SVP	Senior Vice President
MPI	Ministry of Planning and Investment	TA	Technical Assistance
NEDA	National Economic and Development Authority	TFP	Total Factor Productivity
NGO	Non-governmental organization	TIMSS	Trends in International Mathematics and Science Study
NIA	National Investment Aspirations	UAE	United Arab Emirates
NSU	National Strategy Unit	UK	United Kingdom
ODRA	Open Data Readiness Assessment	UKM	National University of Malaysia
OECD	Organisation for Economic Co-operation and Development	UM	University of Malaya
OSA	Office Support Agreement	UN COMTRADE	United Nations International Trade Statistics Database
P2P	Peer-to-peer	UNDP	United Nations Development Programme
PCoP	Planning Community of Practice	USA	United States of America
PADU	Education Performance & Delivery Unit	VBIAF	Value-Based Intermediation Financing and Investment Impact Assessment Framework
PDR	People's Democratic Republic	WB	World Bank
PEMANDU	Performance Management and Delivery Unit	WBG	World Bank Group
PEMNA	Public Expenditure Management Network in Asia	WC-FINC	Working Committee on Financial Inclusion
PEMUDAH	The Special Taskforce to Facilitate Business	WDR	World Development Report
PER	Public Expenditure Review	YB	Yang Berhormat
PFM	Public financial management		
PICS	Productivity and Investment Climate Survey		
PIDM	Malaysian Deposit Insurance Agency		
PISA	Programme for International Student Assessment		

# Executive Summary





# Transitioning to a New Phase

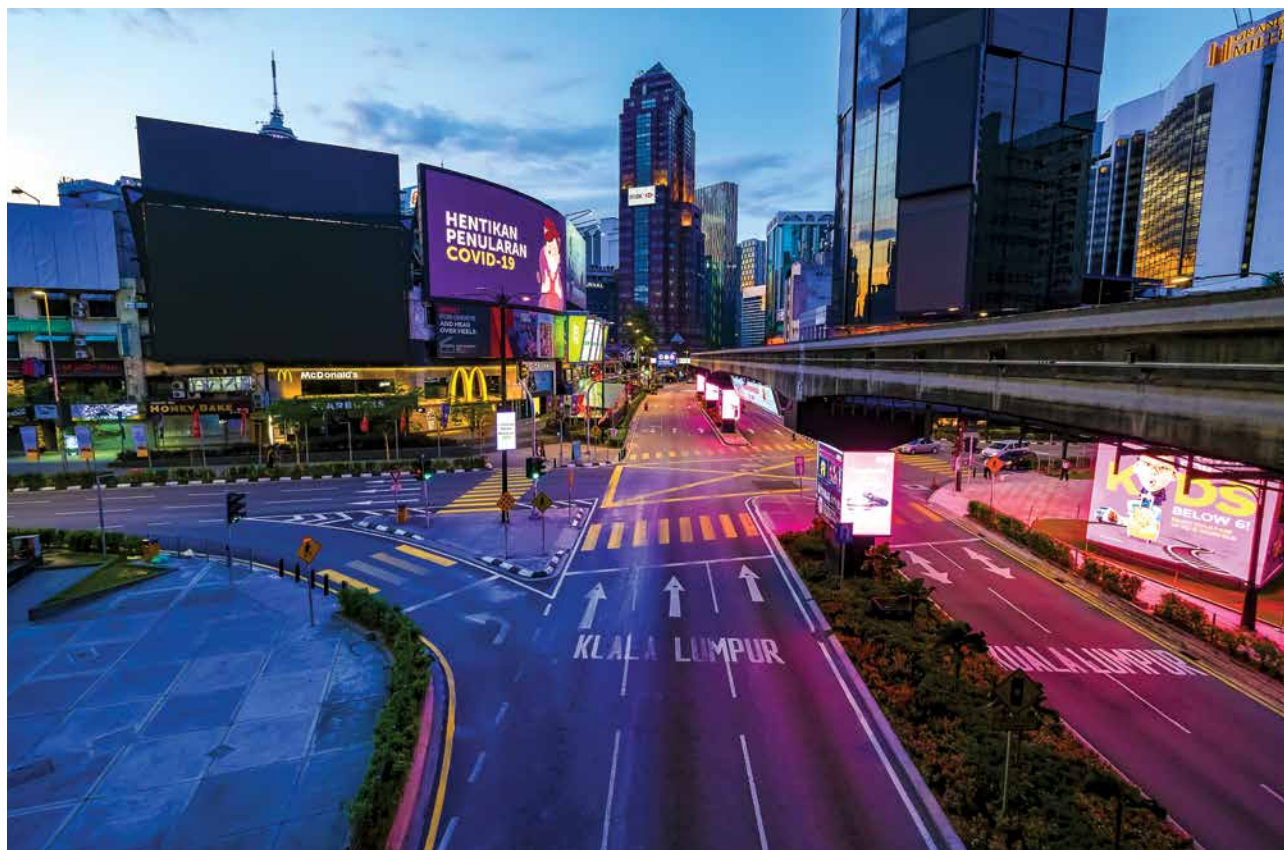
In less than a month's time, our World Bank Group Global Knowledge and Research Hub in Kuala Lumpur will be crossing a threshold; starting a new five-year term of operations against the backdrop of two global crises and a development transition.

COVID-19 and global warming are the dual crises, both posing profound risks to human life and economic conditions on our planet. The transition is Malaysia's own journey toward becoming a more prosperous, high-income country, and one where the benefits of economic growth are shared more widely with all segments of society. Naturally, the former two topics have important implications for the latter long-term aspiration of the Malaysian people.

Looking ahead, the Hub is well-positioned to respond to these challenges during its second phase of work in the country. Under prior agreement, it is adopting a new name, **The World Bank Group Inclusive Growth and Sustainable Finance Hub**, for the coming five-year period, and has been mandated to focus its energies on promoting the two themes in its title, inclusive growth and sustainable finance,

as well as the all-important and cross-cutting theme of good governance. Other important aspects of its mandate are to sustain its two work streams of carrying out innovative knowledge and research activities, and to maintain a healthy balance between conducting work of global significance and supporting the more internal development priorities of the Malaysian government, albeit with a distinct shift of emphasis toward the second area of work.

**In view of the unanticipated intrusion of COVID-19 onto the global scene, the Hub has responded by re-aligning much of its work program towards supporting the Malaysian government in its efforts to address the global pandemic.**



## EXECUTIVE SUMMARY

In view of the unanticipated intrusion of COVID-19 onto the global scene in early 2020, with severely disruptive consequences for all countries including Malaysia, the Hub has responded by re-aligning much of its work program towards supporting the Malaysian government in its efforts to address the global pandemic. The Hub teams are collaborating with the World Health Organization (WHO) to aid the Malaysian Ministry of Health to analyze ways of increasing hospitalization capacity; providing just-in-time policy advice to key institutions in the country on options for mitigating the economic impact of the global pandemic; organizing webinars to share global thought leadership, country practices, and peer-to-peer learnings; and producing a series of research products addressing various aspects of the COVID-19 crisis, and delivering commentary and opinion pieces in the media. The World Bank Group also stands ready to make concessional financing available to Malaysia, if requested and as appropriate, to fund any part of its national response effort.

**As a global development institution, the World Bank Group is extremely proud of our relationship with Malaysia and the Malaysian people.**

Significantly enhancing the childhood learning outcomes of Malaysian students from pre-school to the 11th grade, especially in math and science, will be a crucially important outcome for boosting productivity growth in Malaysia's labor market and its efforts to spur technological innovation in the country. On this topic, the Hub is currently finalizing a flagship report on Malaysia's expected high-income development transition, and is also engaged with the Ministry of Education in an activity that aims to strengthen the math and science skills of students in the general education system.

The crisis of global warming and its climate change consequences will also have an impact on the development journeys of Malaysia and all countries through various channels, including rising sea levels, extreme weather events, and possible reductions in international demand for fossil fuels. With respect to this environmental crisis, Malaysia has positioned itself as a global pioneer in the area of sustainable finance. In recent years, the Hub has supported the efforts of the Malaysian government to promote this essential development agenda. The issuance of the first ever Green *Sukuk* – an Islamic Green Bond – and

the development of the necessary regulatory framework in 2017 is a great example of this type of collaboration. Other important work is ongoing with Malaysian authorities to develop a new green taxonomy to help classify financial assets. Even amid the COVID-19 lockdown, the Hub has been pro-active in this area. It recently co-organized with the Global Green Finance Leadership Program and Tsinghua University a sustainable finance webinar on '*Environmental Financial Disclosure by Financial Institutions and Green Bond Issuers*' that attracted more than 2,400 participants from around the world.

Navigating these crises and achieving Malaysia's overall development ambitions will require improvements in governance and the quality of institutional effectiveness. The Malaysian government made governance one of the central pillars of the Mid-Term Review of the 11th National Plan, and is planning to implement a new public sector reform strategy as part of the next five-year National Development Plan. The Hub team is supporting these national public sector reform efforts, and others covering the areas of public procurement and local governance. At a broader level, our team is also engaged in producing a new global report on anti-corruption strategies that aims to inform policymaking related to public transparency and accountability in all countries around the world.

As a global development institution, the World Bank Group is extremely proud of our relationship with Malaysia and the Malaysian people. It is one that stretches back more than six decades to the early days after Malayan independence in 1957. We are thrilled that this long-standing development partnership continues to flourish through the work of the Hub in Kuala Lumpur, and we look forward towards the next five years of collaborating, innovating, and researching together for the benefit of Malaysia and all developing countries seeking to achieve higher levels of development progress.

# Commemorating the Next Phase



“Looking forward, we are extremely thrilled that our Hub will be able to continue this development journey with Malaysia over the next five years – to accompany the country as it approaches that threshold of high-income status and it continues to promote inclusive growth, sustainable finance and good governance.”

**Victoria Kwakwa, Vice President,**  
World Bank Group East Asia and Pacific

In December 2019, the Malaysian Government represented by the Ministry of Finance and Bank Negara Malaysia, and the World Bank Group formally signed an agreement to extend the work of the World Bank Group Hub in Malaysia for an additional five-year period. As a global development institution, the WBG is proud of this relationship with Malaysia and the Malaysian people. This agreement is testimony to Malaysia’s commitment and growing role from one of ‘shareholder and borrower’ – to one of ‘shareholder and development partner’.

In January 2020, the World Bank Group East Asia and Pacific Vice President Victoria Kwakwa visited Malaysia to join the Ministry of Finance and Bank Negara Malaysia in a ceremony to celebrate the extension of the work of the WBG Hub in Malaysia for an additional five year period. Outgoing Country Director Mara Warwick and the Regional Chief Economist Aaditya Mattoo joined Ms. Kwakwa in her visit to Malaysia.

During the visit, the WBG Hub in Malaysia organized a regional launch of the 2020 World Development Report entitled *Trading for Development in the Age of Global Value Chains*. This report is the World Bank’s flagship research product, produced each year on a topic that is critical to the achievement of sustainable economic development and poverty reduction across the world.

Victoria Kwakwa shared that “Global value chains have played an important part in growth, by enabling firms in developing countries to make significant gains

in productivity, and by helping them transition from commodities to manufacturing. In the age of global value chains, all countries have much to benefit by speeding up reforms that increase commerce and boost growth. Countries need trade to develop, and an open, predictable environment benefits everyone. To ensure sustained social support for trade, policymakers need to ensure that the benefits of global value chains are widely shared among a broad range of groups—especially the poor and women—and that the environment is protected.”



Bilateral meeting with BNM Governor Datuk Nor Shamsiah binti Mohd Yunus and Deputy Governor Datuk Shaik Abdul Rasheed bin Abdul Ghaffour, January 2020

# Looking Back



## Knowledge for Development

The World Bank Hub's knowledge and research work spans multiple themes, drawing on multisectoral, integrated analytics and research that reflects the development priorities of Malaysia, the region, the Bank, and the wider development community.

## FY20 Year in Review

**This FY20 Annual Review Report marks the fifth and final document under the first phase of the five-year Office Support Agreement (OSA 1.0) between the Malaysian Government and the World Bank Group. The report highlights the progress and outcomes achieved by the World Bank Group (WBG) Global Knowledge and Research Hub (the Hub) for the fiscal year July 2019 to June 2020.**

This year has been particularly eventful, with an active first half of activities, followed by a second half marked by an unprecedented health and economic crisis of global proportions amid national political and leadership change. Thus the second half of the fiscal year was an intense period of operations and work delivery due to two major factors; first, the transition to OSA 2.0 with a new five-year Hub work program and results framework, and secondly, the

Hub's response to the challenges posed by the COVID-19 pandemic through the provision of just-in-time advisory support and the organization of knowledge-sharing activities.

The Hub team has been able to respond quickly by being flexible and agile; revising its work programs to deliver just-in-time advisory, analytics, and policy notes, as well as

webinars to share international experiences and learnings in a variety of topics. The Hub teams have worked with and provided inputs to the Ministry of Finance on the economic support packages, and have engaged with the Economic Action Council, Minister of Finance, and Minister in the Prime Minister's Department and their teams on the Economic Recovery Plan.

In March 2020, there was a change in Government in Malaysia and the new leadership remains committed to pursuing economic growth that is inclusive and sustainable as the country pursues its goal in achieving high-income and developed nation status. The Government also remains committed to an outward-oriented strategy with continued participation in regional integration and international

development alliances, such as ASEAN and APEC, and active support for global development agendas.

Operating in this highly dynamic and challenging environment, the Hub delivered a robust program of analytical work, policy dialog, knowledge exchanges, and research products. This fifth Annual Report lays out the progress and results achieved by the Hub during this critical period marked by both change and continuity. The work produced by the Hub is having a positive impact across a variety of sectors in Malaysia and other countries. It is also enhancing the evidence base for policymaking in Malaysia, and strengthening the analytical and research capacity of Malaysian institutions.

## Engagements and Results

**The Global Hub continues to deliver on its commitment to generate innovative and impactful knowledge and research solutions, with implications for the country and beyond the region.**

### Special Box on COVID-19 policy responses, research briefs, and knowledge sharing

- 1 Partnering for Policy Reforms in Malaysia**
- 2 Putting Knowledge to Work for IDA Countries, Fragile and Conflict Areas**
- 3 Partnering with Malaysia on Sustainable Financing for Global Development**
- 4 Developing Knowledge and Tools as a Public Good for Global Development**
- 5 Strengthening Malaysia's Capacity in Research, Analysis, and Policy Development**

## SPECIAL BOX

# COVID-19 policy responses, research briefs, and knowledge sharing



In response to the public health and economic crises created by the COVID-19 outbreak, the Hub realigned much of its work program in the last quarter of FY20 (April to June 2020) towards supporting the Malaysian Government in its efforts to address the challenges of the global pandemic.

The Hub teams are providing just-in-time policy advice to key institutions on options for mitigating the socioeconomic impact of the global pandemic as well as economic recovery measures; organizing webinars to share global thought leadership, country practices, and peer-to-peer learnings; producing a series of research products to address various aspects of the COVID-19 crisis; and delivering commentary and opinion pieces in the media.

Below are highlights of the Hub engagements on COVID-19.

## Economic Mitigation and Recovery Measures

- Engagement meetings with the **Minister of Finance, Minister in the Prime Minister's Department, Economic Planning Unit, and Bank Negara Malaysia**
  - » Note for MOF on Malaysia's First Economic Stimulus Package
  - » Note for MOF on Fiscal Space Options
  - » Presentations to MOF and Prime Minister's Department on Macroeconomic, financial sector, private sector, jobs, and households Policy Responses to the COVID-19 Pandemic
- **Webinar: "Investment Policy and Promotion post-COVID-19"**
- **Webinar: "Asia-Pacific Region's Fiscal Response to COVID-19 Crisis in collaboration with the Public Expenditure Management Network in Asia"** (May 7, 2020), organized by the Public Expenditure Management Network in Asia (PEMNA) Budget Community of Practice
- **Brief: "Policy Options to Help the Private Sector Weather the Economic Impacts of COVID-19"**
- **Webinar: "Southeast Asia Competition Commissions on the Impact of the COVID-19 Pandemic on Competition Policy"** (May 6, 2020)

ARTICLE

## COVID-19: Time ripe for Malaysia to review investment policies

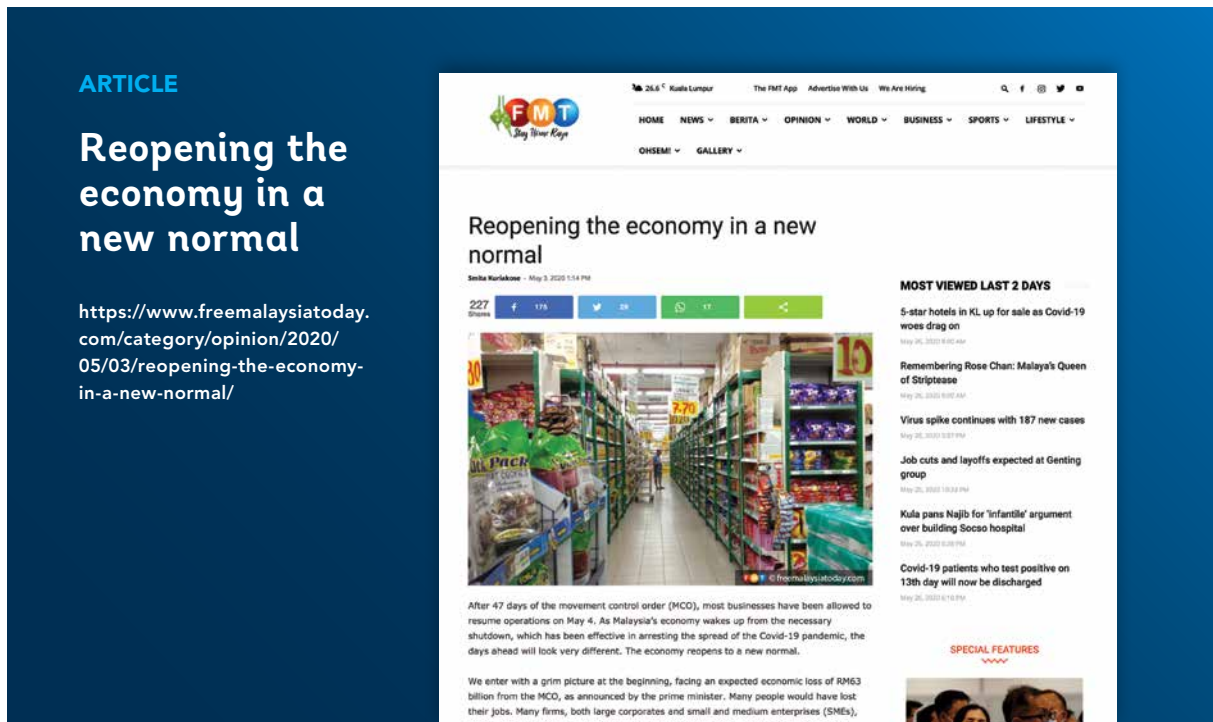
KUALA LUMPUR (May 18): It is an opportune time now for Malaysia to do some “soul searching” with regards to its investment incentives and processes that will make the country stand out from the rest, amid the reopening of economies across the globe, after having lost trillions of dollars due to the COVID-19 pandemic.

<https://www.theedgemarkets.com/article/covid19-time-ripe-malaysia-review-investment-policies>



## Financing and Debt Management for Governments, Firms, and Households

- **Webinar: “Risk Transfer Solutions for Pandemic and Natural Disaster Risks”** (April 15, 2020), with the aim to share market-based financing products for managing the financial impacts of weather or public health-related disasters.
- **Webinar: “Maintaining Finance for Firms Impacted by COVID-19: Perspectives for East Asia”** (May 5, 2020). Policymakers are exploring the most efficient and effective interventions to help firms maintain financing to cope with the severe drop in economic activity in the wake of the crisis. Panelists discussed the impact of the crisis and various policy initiatives on the functioning, resilience, and stability of the financial system. This webinar was hosted by the Hub in Malaysia, the FCI Global Practice, and the Development Research Group.
- **Webinar: “Sovereign Social Bonds to Finance the Fight Against COVID-19”** (May 8, 2020).
- **Webinar: “Borrower Relief Measures: Lessons for East Asia”** (May 13, 2020). Policymakers have been quick to roll out borrower relief programs, most often by temporarily suspending or reducing debt service obligations of borrowers that have experienced a significant drop in income. The presentations focused on the identification of non-performing assets and measurement frameworks in Asia, and the design features of borrower relief schemes in Europe and Central Asia region. This webinar was hosted by the Hub in Malaysia and the FCI Global Practice.
- **Webinar: “Responding to COVID-19: How Islamic Finance Can Help”** (May 18, 2020). This webinar discussed how Islamic finance instruments can be used to support the recovery efforts in different countries, with a particular focus on those with significant or growing Islamic financial sectors.
- **Policy note** for BNM on global financial sector policy measures to mitigate the impact of COVID-19.
- **Workshops** with BNM policy and operational mechanisms to support digital financial services for COVID-19 recovery in areas the areas of electronic Know your Client (EKYC) and digital signature.
- **Workshop** hosted with PIDM and the International Association for Deposit Insurers (IADI) on East Asia and Pacific deposit insurers on **“Paths to the New Normal”**



## Education

- **Webinar: “COVID-19: Shocks to Education and Policy Response”** (May 8, 2020). This event was organized by the Education Global Practice, World Bank Group.
- **Webinar: “Enabling Policy Frameworks to Use Technology in Skills Development in the Event of Crisis”** (May 8, 2020). This event was organized by the Education Global Practice, World Bank Group.

## Social Protection and Jobs

- **Brief: “Mitigating the Impact of COVID-19 on the B40 in Malaysia – Potential Social Protection and Labor Responses.”** This brief argues that to protect the B40, significant outlays for cash transfers, time-bound wage subsidies, and reinforced efforts to support workers’ reskilling and upskilling are needed.
- **Brief: “The Elderly Care Response to COVID-19: A Review of International Measures to Protect the Elderly Living in Residential Facilities and Implications for Malaysia.”** This note presents an international picture of measures in response to the COVID-19 pandemic specifically for the elderly living residential facilities as a particularly vulnerable setting. It pays specific attention to implications for Malaysia.
- **Brief: “Policy Options to Support Foreign Workers in Malaysia during the COVID-19 Pandemic.”** Direct and indirect effects of the COVID-19 pandemic are likely to hit foreign workers particularly hard. This note argues that mitigating the effects on foreign workers could benefit not only these workers, but also businesses and Malaysia’s economy more broadly, and suggests a range of policy options.
- **Brief: “Causes and Impacts of Job Displacements and Public Policy Responses”**



- **Brief: “From Jobs Crisis to Jobs Recovery – A Practical Guide to the Jobs Response to COVID-19 in East Asia and the Pacific.”** This brief argues that a crisis that started as a supply-side shock for labor markets has rapidly evolved into a joint supply- and demand-side crisis. Accordingly, to move from jobs crisis to jobs recovery, policy action addressing both supply- and demand-side constraints is needed.
- **Webinar: “Securing Social Transfers in the time of COVID-19: Learning from the Field”** (May 19, 2020). More than 80 countries have announced new cash transfer programs as part of their response to the COVID-19 pandemic. This webinar presented some of the early experiences of setting up cash transfer programs during the crisis, and the international guidance available to overcome the relevant challenges. This webinar was hosted by the Hub in Malaysia and the Finance, Competitiveness & Innovation Global Practice.

## Governance

- **Webinar: “Ensuring State Continuity During the COVID-19 Pandemic”** (May 13, 2020). Given the centrality of the State (Government) in tackling the challenges posed by this pandemic, the panel discussed questions on (i) How do we ensure state continuity during COVID-19?; (ii) How do we ensure integrity and mitigate corruption risks in government response programs?; (iii) How should coordination among various ministries and across levels of government be done?; and (iv) How do we maintain public sector productivity and essential public services? This event was organized by the Governance Global Practice, World Bank Group.



## Development Economics Research Group (DECRG) team in Malaysia

In the last quarter FY20, seven Research & Policy Briefs specifically dedicated to the impact of COVID-19 were produced. These briefs provide guidance and directions for developing economies to deal with the pandemic.

- **Brief: “Building Legitimacy and Trust in Public Institutions in the Time of COVID-19”**
- **Brief: “Which Jobs Are Most Vulnerable to COVID-19? What an Analysis of the European Union Reveals”**
- **Brief: “Causes and Impacts of Job Displacements and Public Policy Responses”**
- **Brief: “Macroeconomic Policy in the Time of COVID-19: A Primer for Developing Countries”**
- **Brief: “How Two Tests Can Help Contain COVID-19 and Revive the Economy”**
- **Brief: “Costs and Trade-Offs in the Fight Against the COVID-19 Pandemic: A Developing Country Perspective”**
- **Brief: “Financing Firms in Hibernation during the COVID-19 Pandemic”**

# 1 Partnering for Policy Reforms in Malaysia

- **High-Income Transition Report:** This report highlights four reform areas for Malaysia to achieve economic growth and gains which are both sustainable and inclusive. In the past, growth was driven by factor accumulation, but as the country head towards more knowledge-intensive, technology- and productivity-driven growth, with an aging society, it will need new approaches and reforms in six areas to 1. Revitalize long term growth; 2. Boost competitiveness; 3. Create jobs; 4. Modernize institutions; 5. Promote inclusion; and 6. Finance shared prosperity.
- **Business Environment for Prosperity:** An advisory and analytical work to support reforms in investment, competition, and business environment policies. This work addresses concerns on Malaysia's declining productivity growth rate, and the lower level of economic complexity and sophistication of goods and services being produced, as compared to its advanced and fast-growing regional peers.
- **Improving Women's Economic Opportunities:** This report draws on new findings from in-depth quantitative, qualitative, and legal research to analyze men's and women's education, labor force participation, and employment. It provides actionable recommendations for the reform of policies and programs, within the context of Malaysia's transition into a developed nation.



## Better economic opportunities for women in the Budget Speech 2020

- Increased investments in childcare: additional allocation of about US\$7 million.
- Increased incentives to encourage female labor force participation (Women@Work initiative which provides about US\$120 per month for two years for women returning to work, and a corresponding hiring incentive for employers of up to US\$70 per month for two years).
- Enhanced efforts to revise the Employment Act to increase maternity leave from 60 days to 90 days, introduce new provisions on discrimination based on gender, and improved protection against sexual harassment.

- **Fiscal policy analysis on options for Financing Shared Prosperity achieved significant policy traction** including a presentation to the Economic Action Council. The brief included a range of policy measures aimed at generating additional fiscal space while minimizing the impact on the B40 through increases in the progressivity of the fiscal framework. A number of recommended reform options were included in Budget 2020, including the establishment of a new top rate of personal income tax at 30 percent.
- **Partnering with EPU and UN on the 12th Malaysia Plan Kick-Off Conference:** EPU, UN and WBG partnered to jointly organize the 4-day conference to kick-off the development process of the 12th Malaysia Plan. The partnership included the design of the thematic areas, the development of the agenda, and bringing in global speakers who spoke on a vast array of topics which included Shared Prosperity, Social Cohesion, Sustainable Consumption and Production, Climate Change, Macro-Economics, Human Capital, Productivity, Trade, Digital Economy, and Finance.
- **Paddy and Rice Reform:** The reasons for the relatively poor performance of Malaysia's paddy and rice sector are complex and rooted in its food security policies from the 1970s. These policies have not changed significantly over last 50 years to adapt to rapid economic growth and resulting demographic changes, which have significantly shaped food consumption patterns and consumer preferences. The current paddy and rice policies do not address the environmental impacts associated with agrochemical overuse and greenhouse gas emissions. At the same time, the paddy and rice sector is vulnerable to weather-related shocks caused by climate change. The ongoing COVID-19 pandemic has further exposed the weaknesses of Malaysian food systems. The aim is to provide structural policy reform to move Malaysia's paddy and rice sector away from its current production-centric status towards a more resilient, inclusive, competitive, and environmentally sensitive food systems.
- **Strengthening Development Finance and Digital Banking:** The World Bank also provided formal comments to BNM on the development of policy framework in the areas of performance management for Development Finance Institutions, electronic Know your Customer (eKYC), and digital banking.

## 2 Putting Knowledge to Work for IDA Countries, Fragile and Conflict Areas

- Technical Assistance to Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) Government:** The World Bank provided technical assistance to the BARMM government on financial sector development, with a focus on Islamic finance, and assessed financial services and needs. Capacity building sessions on Islamic finance were also conducted with the Philippines Central Bank and BARMM government officials, supported by Malaysian Islamic finance experts. The technical assistance led to a request to develop a regional financial sector development roadmap.
- Enhancing Effectiveness of Development Planning, Monitoring, and Evaluation:** The Governance team organized the 3<sup>rd</sup> Planning Community of Practice workshop in the Philippines, in December 2019. Over 50 participants from eight countries attended the workshop, with senior representatives from Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Thailand, and Vietnam. The workshop provided a sharper focus on institutional aspects of national/subnational planning coordination and alignment, with a deeper dive into the policy instruments.
- Promoting Financial Inclusion by reducing the costs of remittances in Sabah, East Malaysia, benefiting Malaysians and migrant workers from the Philippines and Indonesia:** Via Greenback 2.0 Sabah, BNM and the World Bank partnered to lead Greenback 2.0 Kota Kinabalu in Sabah, East Malaysia, and collaborated closely with the industry (the Malaysian Association of Money Services Business, remittance companies), embassies and consulates, and plantation companies to expand digital remittances to migrant workers. The program includes promotional and educational activities at targeted migrant worker hotspots such as plantation estates to promote end-to-end digital services, including the opening of bank accounts and registration for e-KYC and e-remittance services, with the aim to enhance knowledge of financial products and prudent financial management.



**Malaysia became one of the first countries to achieve SDG Goal 10**

TARGET 10-C

< 3%



REDUCE TRANSACTION COSTS FOR MIGRANT REMITTANCES

A 1% reduction in remittance costs translates into RM24 million additional money in the hands of migrant workers.

**Over US\$30 million** was saved during the project period



**RESULTS ACHIEVED**

Reduced remittance cost to

**2.2%**

from 4.5% (Dec 17)

**650%**

growth in e-remittance turnover

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**14,000**

new e-remittance registrations

**>16,000**

migrants and locals engaged

### 3 Partnering with Malaysia on Sustainable Financing for Global Development

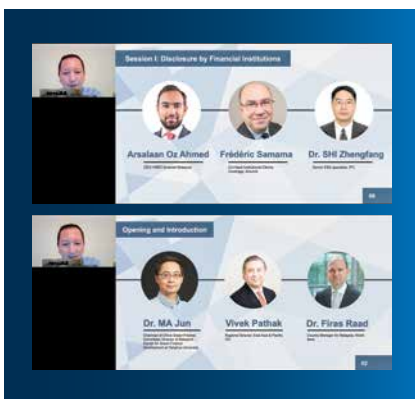
- Development of the Taxonomy for Sustainable Finance with Bank Negara Malaysia:** The taxonomy will help the Malaysian financial sector classify economic activities transparently and consistently. As a result, the Bank is publishing a global guidance document to help other countries develop their own green taxonomies.



“BNM and SC announced they will be working with the World Bank to develop a “green taxonomy” that will help the Malaysian financial sector classify green assets transparently and consistently.”

Keynote speech by Datuk Nor Shamsiah, BNM Governor, at the Regional Conference on “Climate Change Risks and Opportunities: Respond, not React” on September 25, 2019

- Enhancing Environmental Information Disclosure by Financial Institutions and Green Bond issuers:** The first global webinar, in partnership with Tsinghua University and SBN, was attended by more than 2,400 participants from 46 countries in April 2020.



The first global webinar, in partnership with Tsinghua University and SBN, was attended by

**2,400** from **46**  
participants countries

Austria, Bangladesh, Brazil, Cameroon, Canada, China, Costa Rica, Denmark, France, Gabon, Georgia, Germany, Ghana, Greece, Guatemala, Hungary, India, Indonesia, Kazakhstan, Kenya, Malaysia, Mongolia, Morocco, Mozambique, Namibia, Netherlands, Nigeria, Norway, Pakistan, Paraguay, Peru, Romania, Russia, Senegal, Serbia, Singapore, South Africa, Spain, Sweden, Tunisia, Turkey, UAE, Uganda, UK, USA, Vietnam

- Sharing knowledge on green bonds with the Vietnam Ministry of Finance and line ministries:** the WBG team shared knowledge on green capital market instruments and Malaysia’s experience in developing and implementing the issuance of green *sukuk* and bonds in August 2019.
- Developing VBI for Islamic Finance:** The World Bank collaborated with BNM and provided inputs to the framework for Value-Based Intermediation financing to incorporate ESG considerations. The framework was issued in November 2019. Implementation guidelines are currently being developed.
- Sharing know-how on SME Financing:** 49 participants from 26 countries (Africa, Middle East, South Asia, and East Asia) participated in a seminar on SME Finance in the Digital Era, jointly organized by BNM, AFI and WB. Bilateral exchanges on SME Finance with the Indonesian Ministry of Finance (November 2019), Payments with BSP Philippines (November 2019), Credit Guarantees with Bank of PNG (January 2020), and SME finance with Cambodia (February 2020).
- South-South Exchange on Sustainable Finance:** In collaboration with the Institute of Diplomacy and Foreign Relations (IDFR), Ministry of Foreign Affairs, the WBG team held a briefing on sustainable finance involving 18 participants from 17 countries (Bangladesh, Brazil, Brunei, Cabo Verde, Cambodia, Maldives, Mauritius, Nepal, Nigeria, Papua New Guinea, Saudi Arabia, Solomon Islands, Sri Lanka, Sudan, Timor Leste, Vietnam, Zimbabwe) and eight Malaysian government officials.

## 4 Developing Knowledge and Tools as a Public Good for Global Development

- **Global Report on 'Enhancing Government Effectiveness: The Fight against Corruption':** Corruption has a far-reaching impact on economic growth, management of public resources, and inequality. Corrupt practices distort the distribution and utilization of resources, leading to inefficiency, and affect public welfare when investment decisions are driven by opportunistic, rent-seeking motives, rather than the intrinsic value of such investments. Corruption creates an uneven playing field for firms, distorting competition and innovation. While corruption impacts everybody, the impact on the most vulnerable is disproportionate, thereby exacerbating poverty and inequality and undermining developmental impact.



### Enhancing Government Effectiveness: The Fight Against Corruption

This global report features 15 case studies on how reformers have overcome persistent public sector management challenges and includes analyses and examples of what works in improving policy and interagency coordination, and why it matters for national prosperity.

*An initiative led by the Governance Team based in the Hub.*

- **Using Labor Market Information to Address Skills Imbalances:** The Critical Occupations List (COL) maintained by TalentCorp and the Institute of Labour Market Information and Analysis under the Ministry of Human Resources and supported by the World Bank during its first four editions has evolved to become a best-practice tool for monitoring skills imbalances. In the process, the COL has attracted widespread attention in countries across East Asia. A regional workshop '*Using Labor Market Information for Addressing Skills Imbalances in South-East Asia*' featuring the COL and other relevant tools was held in September 2019.

## 5 Strengthening Malaysia's Capacity in Research, Analysis, and Policy Development

- **Capacity building for Climate Change and Environmental, Social, and Governance (ESG) Investing:** WBG engaged with the Malaysia Institutional Investors Council, which includes the largest national pensions fund investors, EPF and KWAP. The WBG team conducted a workshop to share international experiences in ESG investing. Additionally, the WBG team conducted multiple workshops, roundtable discussions, and knowledge events such as the *Roundtable on the 2030 Agenda for Sustainable Development: Making Climate-Resilient Development a Policy Priority in Malaysia*, a workshop on the Climate Change Action Plan and Finance, held with Ministry officials, and a technical workshop for DFIs on the application of green principles.
- **Enhanced the capacity of MOF to fully utilize its updated Macro-Econometric Model and sustain the use of the model:** The new model is now fully operational and is supporting informed policymaking, including the Economic Report, as part of the Federal Budget preparation process.
- **A technical workshop on the Long Term Growth Model (LTGM) for MOF, EPU, and BNM:** The LTGM is a World Bank tool for analyzing long-term growth scenarios and has been designed to support policymakers who are working on medium- to long-term strategy exercises. Participants used the LTGM extensions to carry out exercises to analyze the future long-run growth in Malaysia under a baseline scenario, and then the effects of various shocks to the baseline.
- **15 DECRG research seminars and 21 Half-Baked seminars were held,** where Malaysian and international researchers and PhD students presented their published or upcoming work. These events foster critical discourse and the exchange of ideas among the academic and research community in Malaysia.

# FY20 Malaysia Economic Monitor and Development Digest

## Malaysia Economic Monitor

### Overview

The objective of the Malaysia Economic Monitor (MEM) series is to contribute to evidence-based policy analysis on the key challenges that Malaysia will need to overcome to become a high-income, inclusive, and sustainable economy with shared prosperity.

The WBG conducts macroeconomic analyses across all of its member countries that are fully funded by its administrative budget, in order to keep abreast of policy issues in emerging markets and developing economies, and to leverage its international expertise. The MEM is a long running and high-impact World Bank publication emanating from the Hub in Kuala Lumpur.

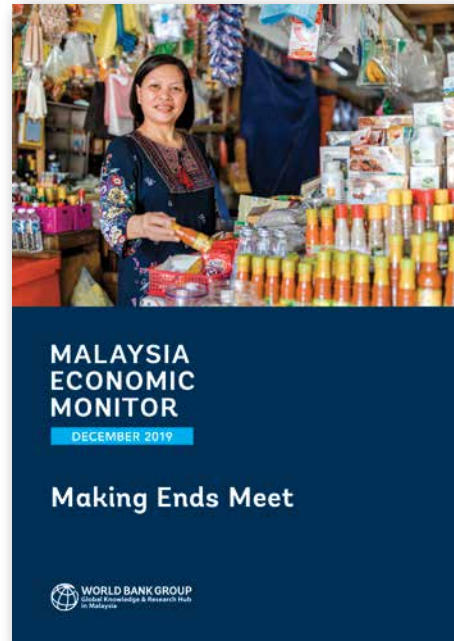
The series comprises two semi-annual reports, typically released in December and June, each structured around two parts: (a) a review of recent economic developments and a macroeconomic outlook, with a strong focus on the impact of economic developments on the bottom 40 percent of households; and (b) a thematic chapter zooming in on a topic that is (i) a critical challenge to Malaysia's achievement of shared prosperity; and (ii) where the World Bank can leverage its expertise and the work produced through the Hub.

Continual engagement with stakeholders throughout the preparation of the reports has been a defining characteristic of the MEM series. Publication and effective dissemination, including in multiple locations across Malaysia, has contributed to evidence-based policy analysis and debate on topics that are critical to Malaysia's development prospects. Each edition of the MEM sees a live-streamed public launch event, with significant media outreach and the production of Web materials. Subsequent follow-up dissemination events take place across the country, involving partnerships with universities, think tanks, and state-level governments.

### Malaysia Economic Monitor: Making Ends Meet

The special topic in the December 2019 edition of the MEM focuses on the cost of living, or making ends meet.

At present, there is a large gap between key macroeconomic indicators related to growth, income, and inflation, and



citizens' perceptions regarding the cost of living. These concerns are frequently expressed in public policy debates, in the mass media, and in private conversations. The issue has featured prominently in public and private discourse for years, dating back at least to the introduction of the GST in April 2015 and the rationalization of the fuel subsidy in December 2014. And more recently there has been a robust public debate about whether Malaysia should increase its nationally-defined poverty line. A number of recent policy measures, including the abolition of the Goods and Services Tax and its replacement with the Sales and Services Tax, and the reinstatement of fuel price subsidies, have been implemented in direct response to citizens' concerns regarding the cost of living.

While the discussion is usually framed as an issue of rising costs of goods and services, for most Malaysians the core issues extend beyond prices. These include lagging income growth and increasing housing costs, resulting in lower discretionary income. In addition, high indebtedness and inadequate financial savings also feed into the concerns of housing affordability and the cost of living for many Malaysians.

Sustainably addressing these concerns will require a mixture of short-term measures to alleviate hardships among lower-income households, as well as medium- to long-term structural reforms to help lift real incomes.

## Malaysia Economic Monitor: Surviving the Storm

In this edition, the focus of the special topic is on Malaysia’s social protection system and how it can be improved and leveraged to better address the needs of the Malaysian population within a rapidly changing economic context. This altering economic environment flows from the shock of the global COVID-19 pandemic and the changing world of work induced by growing digitalization and automation.

With Malaysia set to achieve high-income country status and with its new emphasis on ensuring shared prosperity, it will need to ensure that its social protection framework is fit-for-purpose. At present, the thin provision of social assistance provides very limited support to enable the population to absorb shocks. To establish an adequate social insurance system, Malaysia needs both to improve the adequacy of financial protection for those already contributing to existing systems and to expand coverage to reach almost 40 percent of the labor force outside the current net.

The need for these measures will become even more acute as disruptive technologies and evolving demographics change the nature of work. The special topic in this MEM presents an analysis of issues related to the framework for social protection, with a series of policy recommendations to enable Malaysia to address the ongoing impacts of the COVID-19 crisis and other challenges into the future.



## Development Digest

The Development Digest is a half-yearly publication that features key works from teams based at the Hub in Malaysia. It is a unique publication, extending the reach of much of the Hub’s research and analytical work to a broader audience, offering a lighter read, while demonstrating an updated set of deliverables over the course of every six months.

In FY20, the Digest had ventured into its seventh and eighth editions and had been disseminated through the Hub’s major conferences and report launches. Aside from featuring the work from the Hub, the Digest also houses opinions from key leadership personalities of the Bank, reflecting on the strategic nature of the Hub and its value that it presents in the larger, corporate perspective of the World Bank Group.

The latest April 2020 edition is a bumper issue with a special focus on the impact of COVID-19, alongside a rich and diverse set of articles ranging from the economy, corruption, cost of living, social protection, youths, communications, and doing business. This edition also celebrated the 10 years of the Malaysia Economic Monitor. With 22 reports published, the MEM has grown to become an important asset informing the country’s growth and development. The report’s journey over the years has also been helmed by many country economists, in close cooperation with government stakeholders, and remains a cornerstone of the World Bank’s partnership with Malaysia.

# FY20 Key Activities in Pictures

(JULY 2019 – JUNE 2020)



**JULY 2, 2019**

## Launch of the MEM: Re-Energizing the Public Service, in conjunction with the 12th Malaysia Plan Kick-off Conference

The focus for this MEM is on the type of public service Malaysia needs as the country looks towards its transition to developed country status. The findings served as an input to the ongoing public sector reform efforts. EPU, UN and WBG partnered to jointly organize the 4-day 12th Malaysia Plan Kick-off Conference, which was held from July 1<sup>st</sup> to 4<sup>th</sup>, 2019.



**JULY 29, 2019**

## Institutional Reforms at INTAN by Andrew Mason

Joint seminar with MAMPU and INTAN which was attended by 100 senior-mid level officials from various ministries.

JULY 2019

AUGUST 2019



**JULY 12, 2019**

## Launch of Waqf Report (WB-INCEIF-ISRA)

This report on 'Maximizing social impact through waqf solutions' was jointly developed by the World Bank, INCEIF, and ISRA. The report reviews the enabling legislation and regulatory frameworks of selected jurisdictions. Advanced technology like blockchain is suggested as a way to address the trust and transparency deficit affecting the waqf sector. The launch event was attended by over 200 people.



**AUGUST, SEPTEMBER, OCTOBER, 2019; FEBRUARY 2020**

## MEM Dissemination Activities in Penang, Sabah, Negeri Sembilan, and Singapore

The Bank engaged with state Governments, think tanks, academicians, and the private sector in Penang, Sabah, Negeri Sembilan, and Singapore to share findings and recommendations from the June and December 2019 Malaysia Economic Monitors (MEMs).





**AUGUST 28, 2019**

**Digital Business Indicators (DBI) workshop**

A workshop was held with public and private sector stakeholders comprising sessions on 1) Digital Business Indicators Initiative, 2) Data Privacy and Security, and 3) Digital Enablers.



**SEPTEMBER 12, 2019**

**Joint launch with MoHR on case study 'Monitoring Occupational Shortages - Lessons from Malaysia's Critical Occupations List'**

Official address by YB Kula, former Minister of Human Resources, at the report launch and workshop on 'Using Labor Market Information for Addressing Skills Imbalances in South-East Asia' with participation from six ASEAN countries.

**SEPTEMBER 2019**



**SEPTEMBER 5-6, 2019**

**Long Term Growth Model (LTGM) Training**

A two-day training workshop on the LTGM was delivered to Malaysian officials from MOF, EPU, DOSM, BNM, and MPC.



**SEPTEMBER 19, 2019**

**Vietnam Reform and Development Forum**

Datuk Yogevaran, retired Deputy Director General EPU, shared Malaysia's development experience. The forum was attended by the Prime Minister of Vietnam, and the MPI Minister of Vietnam praised the quality of the discussion. The event was extensively covered by Vietnam's national TV stations and media.

## EXECUTIVE SUMMARY

### FY20 Key Activities in Pictures



**SEPTEMBER 19, 2019**

#### **WB-KDIS Research Partnership Workshop: Learning & the Future of Work**

A one-day workshop with experts from Malaysia and East Asia, to discuss lessons for their countries and the implementation challenges of policy recommendations.



**SEPTEMBER 25-27, 2019**

#### **Regional Conference on “Climate Change Risks and Opportunities: Respond, not React” (with BNM)**

BNM Governor announced in her keynote speech that BNM and SC will work with the World Bank to develop a “green taxonomy” for the Malaysian financial sector.



**SEPTEMBER 20, 2019**

#### **Expert Workshop on Cost of Living**

A workshop that brought together high-level economists and officials from the PMO, MEA, KPDNHEP, KPKT, BNM, DOSM, EPF, KRI, and academia to examine cost of living issues and potential policy responses.



**SEPTEMBER 26-27, 2019**

#### **Investment Promotion & Investor Services of IPAs Workshop**

A two-week mission which included a workshop for 45 staff from 15 investment promotion agencies including MIDA, various sectors, corridors and state agencies, MOF, MITI, and LHDN.



**SEPTEMBER 27, 2019**

**Report Launch on 'Breaking Barriers – Toward Better Economic Opportunities for Women in Malaysia'**

Report provided policy recommendations in four reform areas based on the mixed-methods research approach and examined the main reasons for the low female labor force participation rate. The launch was officiated by the former Deputy Prime Minister, Datuk Seri Dr. Wan Azizah.



**OCTOBER 7-8, 2019**

**Joint Informal Meeting for the National Ozone Officers and Customs Officers on Harmonized Tariff Nomenclature for HFCs**

In collaboration with the Department of Environment, Malaysia hosted the meeting with over 15 National Ozone Officers and Customs Officers from Malaysia, Indonesia, Thailand, and Vietnam.

**OCTOBER 2019**



**SEPTEMBER 30, 2019**

**Launch of the Belt and Road Economics Report – Opportunities and Risks of Transport Corridors**

An analysis of the risks and opportunities of Belt and Road transport corridors. The event was attended by over 300 participants, comprising industry players, government counterparts, and the private sector.



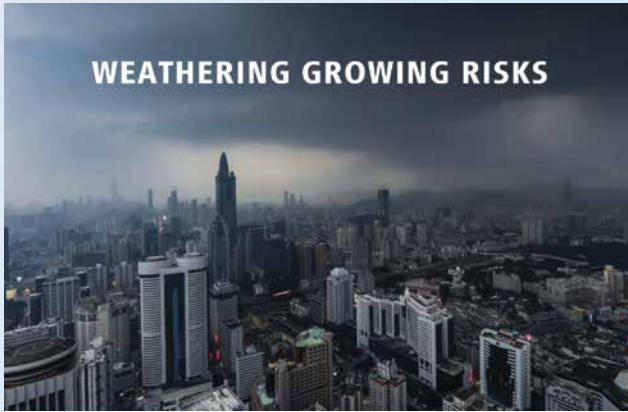
**OCTOBER 7-10, 2019**

**Engagements and Presentations on Climate Change Action Plan, climate risk assessment, and ESG Investing**

Shared experiences on climate risk assessment for the financial sector, trends on ESG Investing with Institutional Investors Council, and participated in the International Greentech and EcoProducts Conference 2019 (IGEM).

## EXECUTIVE SUMMARY

### FY20 Key Activities in Pictures



**OCTOBER 10, 2019**

#### **East Asia and Pacific Economic Update – Weathering Growing Risks**

A press conference was organized for the local launch of the October 2019 edition of the economic update.



**OCTOBER 23, 2019**

#### **Launch of Report of Global Alternative Finance Regulation**

The report was launched by Chin Wei Min, Executive Director, Securities Commission Malaysia. This survey and report was conducted jointly by the Bank global team on financial inclusion and the Cambridge Centre for Alternative Finance housed at the Judge Business School.



**OCTOBER 14-15, 2019**

#### **Enhancing Public Sector Performance Workshop, co-organized with the Public Service Department**

A two-day workshop was held and focused on issues and trends in governance and public sector performance. It was attended by 20 high-potential, mid-senior level government officials from various ministries.



**OCTOBER 25, 2019**

#### **Doing Business 2020 EAP Launch + deep-dive workshop with PEMUDAH/MPC**

The Doing Business 2020 report was launched regionally with Indonesia, the Philippines, Singapore, and Thailand participating by videoconference. Additionally, a separate deep-dive workshop with PEMUDAH and MPC comprising 80 public and private sector officials was held.



**OCTOBER 30, 2019**

**PNB Corporate Summit**

Senior Economist Smita Kuriakose delivered a keynote speech on Globalization and Industry 4.0 at the PNB Corporate Summit, which was attended by former Prime Minister, Tun Dr. Mahathir Mohamad.



**NOVEMBER 20, 2019**

**Conference Report findings 'Agricultural Transformation and Inclusive Growth – the Malaysian Experience'**

The report, conference, and workshop proceedings provided inputs for the 12th Malaysia Plan. Attended by more than 100 participants from the Government, private sector, research institutes, and NGOs.

**NOVEMBER 2019**



**NOVEMBER 12, 2019**

**Sustainable Finance Forum, at the IFSB Annual Summit**

In partnership with IFSB, this event focused on mobilizing Islamic Finance to support climate mitigation and adaptation efforts in developing and emerging economies. The speakers were Tan Sri Dr. Zeti Akhtar Aziz (5<sup>th</sup> recipient of the Royal Award for Islamic Finance), Zainal Izlan Zainal Abidin, Deputy Chief Executive Securities Commission Malaysia, and a senior representative from Bank Indonesia.



**NOVEMBER 21, 2019**

**Workshop on The Critical Occupations List, organized with TalentCorp and ILMIA**

The workshop is meant for industry players to understand the Critical Occupations List (COL) and its practical uses, including how labor market information can help address challenges such as skills imbalances. The event was attended by 28 people from various business associations.

## EXECUTIVE SUMMARY

FY20 Key Activities in Pictures



**DECEMBER 9, 2019**

### **Launch of the 21<sup>st</sup> Edition Malaysia Economic Monitor, “Making Ends Meet”**

This MEM focused on Cost of Living issues with policy recommendations for the Government, researchers, and NGOs to consider. The event was officiated by YB Saifuddin Nasution, former Minister of Domestic Trade and Consumer Affairs.



**DECEMBER 10-12, 2019**

### **The Southeast Asia Planning Community of Practice 3rd Technical Workshop on ‘Alignment and Coordination of National and Subnational Planning II’**

Discussions on National-Subnational Coordination with a deeper dive into the policy instruments. Attended by senior officials from Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Thailand, Vietnam, and the Philippines.

## DECEMBER 2019



**DECEMBER 9-10, 2019**

### **BNM-WB Regional Conference on Governance, Risks & Controls in the Era of Disruption**

This conference was attended by 240 participants from Malaysian financial sector regulators, academia, and service providers. Regulators from Brunei, Cambodia, China, Indonesia, Hong Kong, Pakistan, the Philippines, PNG, and Thailand also participated.



**DECEMBER 11-12, 2019**

### **Financial Crisis Simulation Exercise**

This simulation is important to test the adequacy of the financial sector stability arrangements and for decision makers to effectively operate while a crisis unfolds. There were 73 participants including the BNM Assistant Governor, the CEO of PIDM, and the MOF Head of Strategic Investment.



**DECEMBER 16, 2019**

**Social Old-Age Protection Workshop with the Social Wellbeing Research Center, UM**

The workshop was conducted to discuss policy options for old age protection. It was attended by a number of key stakeholders, including representatives from the Ministry of Finance, the Ministry of Women and Family, the Employees' Provident Fund (EPF), the Social Security Organisation (SOCSO), and the Retirement Fund (KWAP).



**JANUARY 9, 2020**

**DECRG Seminar Series: A Market for Work Permits: How to make Migrants and Refugees more Popular in Host Countries**

World Bank-University Malaya joint seminar, featuring Martin Ravallion, author of the research paper. He spoke on the missing market for work permits and options to create better social protection. The seminar was attended by over 80 participants comprising academics, policymakers, local researchers, and government counterparts.

**JANUARY 2020**



**DECEMBER 19-21, 2019**

**Training program on analysis of national assessments**

More than 20 MOE officials participated in a week-long face-to-face training program on the theory of educational assessment and psychometrics. The training was followed by practical exercises on data analysis where participants were given assignments to use the skills they acquired. Successful completion of the assignment by MOE officials indicated that they were able to apply the new skills in their daily work.



**JANUARY 30, 2020**

**Launch of World Development Report 2020 Trading for Development**

Dr. Aaditya Mattoo, World Bank Chief Economist for East Asia and Pacific Region, gave a presentation on Global Value Chains and Trade. The report launch and event was officiated by then Deputy Minister of MITI, Dr. Ong Kian Ming.

## EXECUTIVE SUMMARY

### FY20 Key Activities in Pictures



**FEBRUARY 4-5, 2020**

#### **Launch Workshop of the Assessment of Public Procurement System of Malaysia**

The 2-day workshop was attended by 100 participants representing line ministries, agencies, and civil society. The workshop was officiated by Pn Zakiah Jaafar, Deputy Secretary General, MOF.



**FEBRUARY 14-15, 2020**

#### **Closing ceremony of Greenback 2.0, Kota Kinabalu**

BNM and World Bank partnered to lead Greenback 2.0 Kota Kinabalu and collaborated with the industry (the Malaysian Association of Money Services Business, remittance companies), embassies, and plantation companies to expand digital remittances to migrant workers. Malaysia became one of the first countries to achieve SDG Goal 10, in terms of reducing transaction costs for migrant remittances.

## FEBRUARY 2020



**FEBRUARY 5-6, 2020**

#### **Technical Assistance to Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) Government**

The World Bank provided technical assistance to the BARMM Government on financial sector development and assessed its financial services and needs. It also included a focus on Islamic finance, with capacity building sessions involving BSP (Philippines Central Bank) and BARMM government officials. This assistance was supported by Malaysian Islamic finance experts. This assistance has led to a request to develop a regional financial sector development roadmap.



**FEBRUARY 18, 2020**

#### **Launch report 'Instruments to Build Firm Capabilities and Accelerate Technological Catch-Up in Developing Countries'**

The report is a guide to help policymakers in developing countries to better formulate innovation policies. The event was attended by over 120 participants from industry players, government officers, financial institutions, and the private sector.





**FEBRUARY 24-27, 2020**

**WB-BNM-AFI event on Building Sustainable SMEs Finance Ecosystem in a Digital Age**

This was a four-day peer learning seminar with participation from 10 countries in South Asia and East Asia. Speakers shared the evolution of Malaysia's SME finance ecosystem and discussed the transition to utilizing digital technologies to support new entrepreneurs, as well as the latest development on diversifying funding sources and service delivery channels.



**APRIL 14, 2020**

**Webinar: Public Sector Productivity: Reforms, Drivers and Measurement**

The objective of the webinar was to exchange knowledge and ideas on approaches to measuring and managing public sector productivity. By having a webinar, it opened up participation to a wider audience both inside Malaysia and globally. Over 140 people registered for the webinar, while 87 of them attended. The majority of those were Malaysian officials, academics, and think tanks demonstrating their interest in the topic in Malaysia.

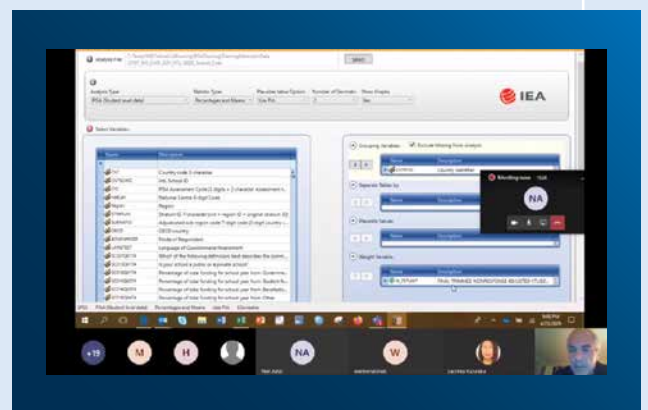
**APRIL 2020**



**APRIL 2, 2020**

**Green Finance Leadership Program (GFLP) on Environmental Information Disclosure**

Tsinghua University Green Finance Centre, IFC Sustainable Banking Network, and World Bank Malaysia hosted the inaugural Green Finance Leadership Program (GFLP) webinar on Environmental Information Disclosure. This is the first of a series of webinars on sustainable finance that was hosted. Over 2,400 global participants attended the webinar.



**APRIL 20 - MAY 5, 2020**

**Training program: Analysis of PISA**

A training program on analysis of the PISA was delivered remotely. Over 20 MOE officials participated in the training, which was a combination of online sessions and pre-recorded videos. Using the skills acquired, the PISA team wrote an in-depth PISA 2018 country report. The successful completion of online training demonstrated a high potential of alternative modality for education in the coming years.

**EXECUTIVE SUMMARY**

FY20 Key Activities in Pictures



**APRIL 21, 2020**

**Webinar launch of Subnational Doing Business in Malaysia 2020**

This is the first subnational Doing Business study for Malaysia. The report measures business regulations affecting small and medium-sized enterprises in three areas—dealing with construction permits and registering property in six cities, and trading across borders in four seaports. The study was spearheaded by the Malaysian Productivity Corporation (MPC), which is also the Secretariat for PEMUDAH.



**MAY 8, 2020**

**Webinar: Sovereign Social Bonds to Fight the COVID-19 Crisis**

COVID-19 has presented unprecedented challenges to the world. The Social Bond has emerged as the financing tool of choice for multilateral development banks going to the capital markets to ramp up their lending capacity. These Bonds can also play an important role in the toolkit of sovereign issuers looking to finance sizeable stimulus packages. About 70 participants attended.

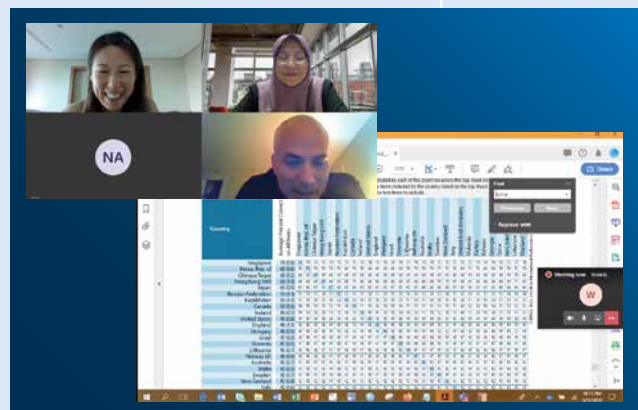
**MAY 2020**



**APRIL 30, 2020**

**IOSCO Asia Pacific Hub webcast: Economic and Capital Market Outlook for Asia Pacific in 2020**

Webcast by the IOSCO Asia Pacific Hub on the Impact of COVID-19 and Financial Markets. During the webcast, which was in the form of a dialog, Richard Record, Lead Economist of World Bank, presented an updated assessment of the impact of COVID-19 on the regional economy, with some discussion of the implications for financial markets.



**MAY 11-29, 2020**

**Training program: Analysis of TIMSS**

Following a successful completion of training on PISA analysis, another training on the analysis of TIMSS was delivered. Over 20 MOE officials participated in each program, which followed the same delivery modality with a combination of online sessions and prerecorded videos. Using the skills acquired, the TIMSS team will write an in-depth country report once the TIMSS 2019 data becomes available.

**WORLD BANK GROUP**  
Global Knowledge & Research Hub in Malaysia

**WORLD BANK GROUP**  
Finance, Competitiveness & Innovation

**Webinar: Changing Perspectives - Addressing Climate-related Risks in the Financial Sector**

Wednesday, May 20, 2020 | 9:00 am - 11:00 am (Malaysia Time)  
Tuesday, May 19, 2020 | 9:00 pm - 11:00 pm (EDT)

**Opening**

**Speakers**

**Dr. Firas Raad**, Country Manager for Malaysia, The World Bank Group

**Martijn Gert Jan Regelink**, Senior Financial Sector Specialist, The World Bank

**Emma Dalhuijsen**, Climate Risk Advisor, The World Bank

**Henk Jan Reinders**, Financial Sector Economist, The World Bank / Dutch Central Bank

**MAY 20, 2020**

**FCI Webinar Series: Changing Perspectives: Addressing Climate Risk in the Financial Sector**

This webinar discussed the impacts of climate change on financial systems in emerging markets and developing economies. Policymakers, central banks, financial sector regulators, and supervisors are strengthening their response to enhance the financial sector’s resilience to climate risks and mobilize capital for green finance. They are promoting the disclosure of climate risks within the financial sector.



**JUNE 26, 2020**

**Inception Workshop on Marine Plastics**

An inception workshop was hosted by the Ministry of Environment and Water to address the marine plastics issue in Malaysia. The workshop was also attended by officials from Ministry of Housing and Local Government, EPU, and Malaysia Plastics Manufacturer and Recycling Associations.

**JUNE 2020**



**JUNE 25, 2020**

**Launch of the MEM – “Surviving the Storm”**

The June 2020 edition of the MEM was launched via a webinar, presenting an analysis of issues related to the framework for social protection in Malaysia, with a series of policy recommendations as Malaysia looks at not just relief and recovery, but the formation of a new social contract beyond the COVID-19 crisis.



# OSA 1.0 Looking Back



## Introduction

The work of the Hub in Malaysia is governed by the Office Support Agreement between the Malaysian Government and the World Bank Group. The first five years spanned the period from 2016-2020 and is referred to informally as 'OSA 1.0'. In its start-up phase, the World Bank Group Hub served as a platform for supporting Malaysia's development priorities and for global knowledge-sharing. Under OSA, the work of the Hub program was organized across two pillars, namely:

### **Pillar 1: Sharing Malaysia's policy innovations and development experience**

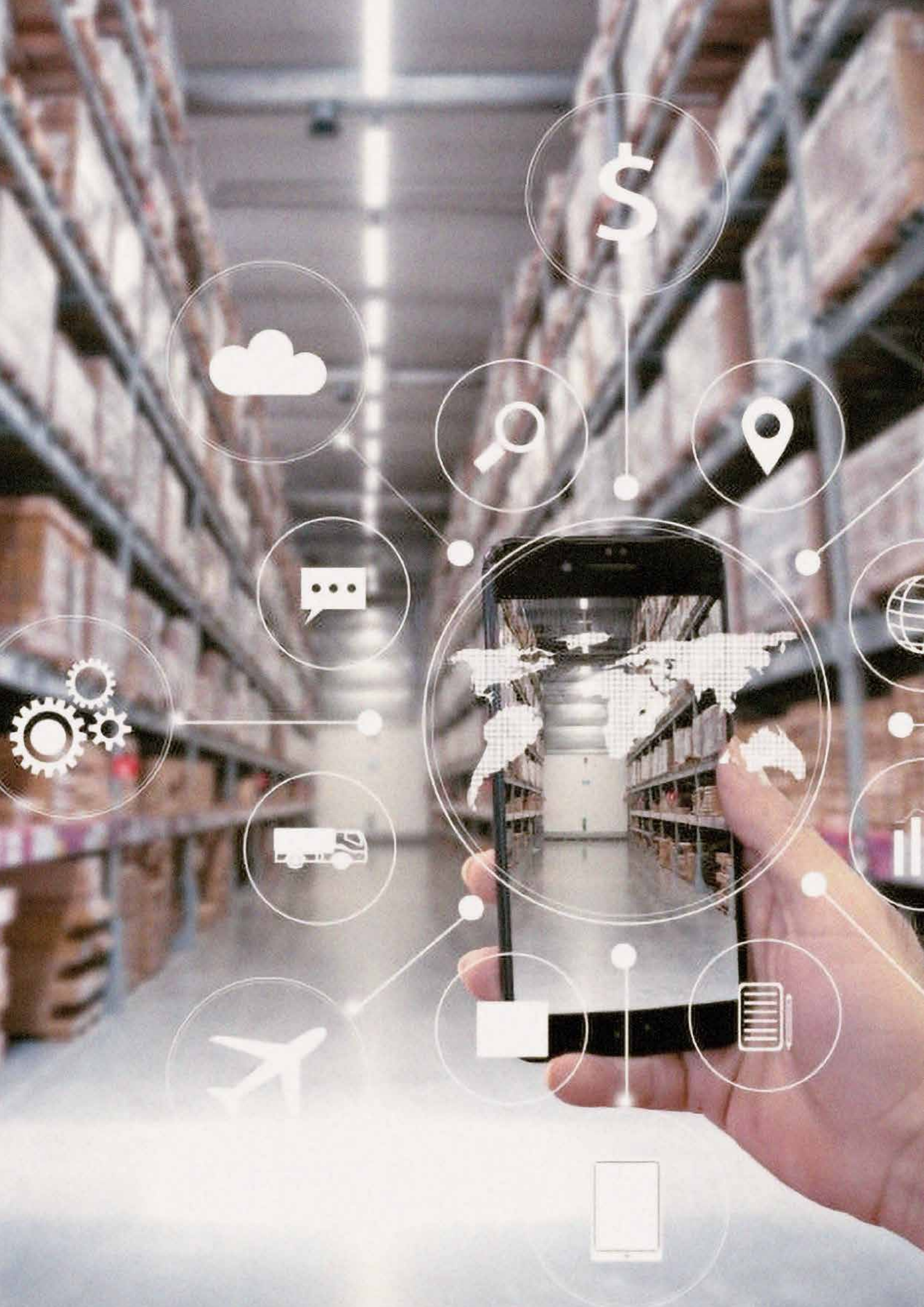
While Malaysia's transition from a low-income to an upper-middle-income economy is useful in its successes and

challenges for other countries to learn from, Malaysia also benefits by learning from others in its journey to achieve high-income and developed nation status.

### **Pillar 2: Learning Together for Global Solutions**

In line with its global research agenda, the Hub carried out research spanning four focus areas: long-term growth; firm productivity; public policy and services; and poverty alleviation. The Hub also conducted primary data collection and research to support the global Doing Business agenda and work on the World Bank Group's Enterprise Surveys and Enabling the Business of Agriculture projects.







## PILLAR 1

# Sharing Policy Innovations and Development Experiences

### Introduction

**As Malaysia aims to achieve high-income and developed nation status, the country's own development journey continues to provide lessons for other countries around the world with similar ambitions.**

The Malaysia experience, both its successes and challenges, provides important solutions and lessons for developing countries in Asia and beyond that are aiming to eliminate poverty and achieve higher levels of shared prosperity. The Hub supports the sharing of this experience through analysis, assessment, documentation, and dissemination of the development journey. It also facilitates learning exchanges and best practices; collaborates with the public sector, private players, and academia; and builds capacity through peer learning, workshops, and training programs.

Under the first pillar, the World Bank Hub work program focuses on four thematic areas, which are:

1. Supporting Equitable Economic Growth
2. Enhancing Finance, Competitiveness, and Innovation
3. Enhancing Public Sector Management
4. Human Capital Development



## THEME 1

# Supporting Equitable Economic Growth

### SUB-THEMES

- Macroeconomics, Trade and Investment
- Poverty and Equity
- Agriculture and Food

### Overview

Three World Bank Group Practices contribute to the work under this theme: Macroeconomics, Trade and Investment; Poverty and Equity; and Agriculture and Food. The objective of the work is to support Malaysia's long-standing ambition to achieve equitable economic growth and to share the country's own experience with other countries harboring similar aspirations.

With this objective in mind, the Hub's teams working under this theme: (i) conduct policy analysis and provide advisory services for the Malaysian Government in the areas of macroeconomic and fiscal management, poverty reduction and agricultural reform; (ii) curate and share Malaysia's inclusive growth story with other countries and stakeholders; and (iii) support capacity-building in the area of economic modeling, statistical analysis and survey methods.



# FY20 Year in Review

## (JULY 2019 – JUNE 2020)

### Macroeconomics, Trade and Investment

Prudent macroeconomic management has been at the core of Malaysia's transition from low- to upper-middle-income status, and will continue to be critical as the country navigates the post-COVID-19 economic landscape and looks towards the next stage of the transition to a high-income and developed economy.

The year under review saw, as per usual practice, the preparation of two editions of the **Malaysia Economic Monitor**. The December 2019 edition, which was titled "**Making Ends Meet**", focused on the cost of living which has become a persistent concern over recent years. The June 2020 edition, titled "**Surviving the Storm**", provided an opportunity to present an updated picture of Malaysia's macroeconomic outlook after the impact of the COVID-19 shock to the economy. Recognizing the severity of the shock to household welfare, the special topic focused on social protection and the role that social assistance and insurance can play in both mitigating the impact of external shocks as well as facilitating the transition to new realities in a future jobs market. The team also undertook a series of roadshow events to disseminate the MEM across Malaysia and to engage with state-level authorities, universities, think tanks, and the private sector. This included roadshow events in Sabah, Penang, and Negeri Sembilan as well as in Singapore.

A core focus of FY20 was the completion of the Hub's flagship report on **Malaysia's Transition to High-Income and Developed Country Status**. World Bank projections indicate that Malaysia is likely to transition from an upper-middle-income economy to a high-income economy within the next four to five years, despite a COVID-19 induced recession in 2020. This milestone will be an important marker in Malaysia's development journey, as the country has witnessed a transformation in living standards within a generation, reducing dollar-a-day poverty to just a fraction of one percent of the population. It will also perhaps put to rest longstanding fears that Malaysia is at risk of becoming stuck in the "middle-income trap". Yet, the transition to high-income country status also raises a number of questions in terms of the quality and sustainability of growth, as well as the broader development aspirations of Malaysian society—especially as Malaysia increasingly compares itself with developed countries.

The study, which drew upon contributions from a wide cross-section of units, aims to answer the key question, namely: **What will it take for Malaysia to achieve its**

**ambition of becoming high-income and developed country economy?** The report was completed during the year, but is expected to be launched in early FY21. Draft outputs and chapter findings were shared with clients on an ongoing basis, including through the provision of hands-on training such as on the use of the World Bank's Long Term Growth Model as inputs to the preparation of the 12th Malaysia Plan. The study also employed an innovative mix of quantitative and qualitative methods, including the completion of a **Malaysia Living Standards Qualitative Survey** in partnership with the University of Malaya, which saw focus groups carried out across the country, including in both East and West Malaysia, urban and rural settings, and across different ethnic and income groups.

Fiscal policy analysis on options for **Financing Shared Prosperity** achieved significant policy traction with, following a series of discussions with the MOF, a presentation to the Economic Action Council, chaired by the Prime Minister and attended by key economic ministers in October 2019. The brief included a range of policy measures aimed at generating additional fiscal space while minimizing the impact on the B40 through increases in the progressivity of the fiscal framework. A number of recommended reform options were included in the Budget 2020 statement presented to Parliament by the Minister of Finance in October 2019, including the establishment of a new top rate of personal income tax at 30 percent.

In response to the pandemic, the World Bank provided a range of advisory notes to the MOF and the EPU on the **COVID-19 economic policy response**. This included the preparation of rapid guidance notes as inputs to the Prihatin Rakyat Economic Stimulus Package, as well as inputs to the preparation of the Economic Recovery Plan. In addition, the team exchanged views and shared information on a range of topics including the evolving macroeconomic outlook and revised forecasts for global and regional growth, trade, and commodity prices. A policy note on the **Fiscal Impact of COVID-19 on Malaysia** was also prepared. The World Bank team also engaged in significant public and media commentary on the economic impact of the COVID-19 crisis, and policy options for relief and recovery.

With resources from the Prosperity Fund, the year saw significant progress on the joint World Bank-BNM study on **Modernizing Malaysia's Investment Framework**. This included a series of missions, intense policy dialog, and

## PILLAR 1: SHARING POLICY INNOVATIONS AND DEVELOPMENT EXPERIENCES

### Theme 1: Supporting Equitable Economic Growth

a series of training activities for national and sub-national investment promotion agencies. The program included four main workstreams: (i) investment policy, including the development of a new set of National Investment Aspirations to anchor Malaysia's investment policy framework; (ii) institutional framework, including options for strengthening the governance and functions of investment-related agencies; (iii) investment promotion and investor services, including recommendations to established a dedicated FDI promotion agency for Malaysia and to adopt a coordination approach for national-subnational coordination among investment promotion agencies; and (iv) tax incentives policy and administration, including a phase shift towards the use of activity-based incentives and the adoption of an automated incentive approach process based on self-

assessment. The study involved cooperation with a large number of agencies, including engagement with investment promotion agencies at the federal and state level, as well as with the Tax Reform Committee. The highlight was a presentation by the World Bank-BNM team of draft findings to a meeting of the Economic Action Council, chaired by the Prime Minister, in May 2020. Key elements of the study were also included in the Budget 2020, in BNM's Annual Report 2020, and in the Yang-di-Pertuan Agong's royal address at the opening of parliament in May 2020.

Work on the **Boosting Competition in Malaysian Markets** activity included significant progress on data collection for the Product-Market-Regulations dataset, which will apply a World Bank-OECD methodology to assess levels

## IN FOCUS

### Budget 2020 Engagement

# HARNESSING ECONOMIC OPPORTUNITIES FOR GROWTH IN A NEW WORLD ORDER

#### Panelists

##### JOHAN MAHMOOD MERICAN

Director,  
National Budget Office of the  
Ministry of Finance, Malaysia

##### ANDREW WOOD

Director,  
Asia Pacific Sovereign and International  
Public Finance Ratings,  
Standard & Poor's

##### DR VEERINDERJEET SINGH

Non-Executive Chairman,  
Axcelasia Taxand

##### DR RICHARD RECORD

Lead Economist,  
Malaysia, World Bank, Macroeconomics,  
Trade and Investment, Global Practice

#### Moderator

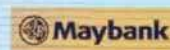
##### DATO' HO KAY TAT

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The World Bank provided a series of suggested policy measures to the Budget 2020 process, as well as analytical support on macroeconomic modelling, long term growth modeling, and analysis of potential output, as well as significant post-budget event commentary.

A number of recommended measures, including on increasing the progressivity of personal income taxes with the establishment of a new top rate at 30 percent, improving

the targeting and effectiveness of corporate income tax incentives, taxing the digital economy, and reforms to investment promotion arrangements were featured in the budget.

In addition, several World Bank analyses were also highlighted in the budget statement, including on broadband competition and on addressing barriers to better economic opportunities for women in Malaysia.

IN FOCUS

## Engaging with the States



The World Bank has increased its efforts to engage with state-level authorities, as well as with think tanks, universities, and the private sector across Malaysia. This has included the conduct of increased research on local issues and a scaled-up dissemination and knowledge-shared program based around the “Malaysia Economic Monitor roadshow”. Over the last three years, roadshow events have taken place in a large number of states of Malaysia, including Sabah, Sarawak, Penang, Kedah, Melaka, Negeri Sembilan, and Johor. These events have generally followed the launch of the MEM every six months, which usually takes place in Kuala Lumpur or Putrajaya.

The roadshow events have provided a valuable opportunity

to engage at the local level, both to disseminate knowledge generated by the Hub across Malaysia, as well as to build linkages and solicit ideas and contributions from across the country. Roadshow events were curtailed during early 2020 as a result of the MCO, but it is hoped that the roadshow can resume in due course, including states that have not previously hosted a roadshow event.

In addition, activities such as the Malaysia Qualitative Living Standards Survey, the Sub National Doing Business Project, and the Productivity and Investment Climate Survey have helped by providing new insights and sources of data on Malaysia’s development challenges from the differing perspectives across both Peninsular and East Malaysia.

of competition across key sectors of Malaysia’s economy. A series of fact-finding and training activities (including a shift to virtual delivery after the MCO was imposed) were carried out during the year for staff of the Malaysia Competition Commission as well as other regulatory agencies, on topics such as the development and implementation of competition legislative, enforcement and collection of evidence, leniency policies, the economic analysis of cartels, and merger control.

Subnational economic policy analysis also commenced with a proposed **Sabah Growth and Development Study** assessing the key challenges and opportunities that the state faces, with a particular emphasis on the digital economy, human capital, and center-local fiscal relations. The study, which is expected to be completed in FY21, is being prepared in partnership with the State Economic Planning Unit.

Advice and ongoing support to the **Malaysia Macro-Econometric Model** continued to be provided to the MOF, including extensions to the model and support to the preparation of a feature article prepared by MOF modeling staff that appeared in the Economic Report. Preparatory

support was also provided to the MOF on the **APEC 2020 Finance Ministers’ Process** on a range of topics including debt management, although this later was affected by the MCO.

A number of knowledge-sharing events were held during the year, of which highlights included high-profile launch events for the **World Development Report 2020 – Trading for Development in the Age of Global Value Chains** as well as for the **Belt and Road Economics Study**.

The flagship report on **Malaysia’s Digital Economy – A New Driver of Development**, which was completed in FY19, continued to see significant follow-up engagement and dissemination during the year under review and is now the most downloaded of all publications produced by the Hub. Reforms supported in the study, such as to the regulatory regime for telecommunications, have seen the costs of fixed broadband halve and speeds double. Further, Malaysia is among the first developing countries to extend indirect taxation to imported digital services with the SST fully extended to cover digital transactions by consumers in January 2020, helping to balance growth of the digital economy with revenue sustainability.

## Poverty and Equity



Improving the well-being of the population depends on both the pace and the pattern of economic growth. Malaysia's development trajectory has been remarkably inclusive. However, there are remaining weak spots that need to be addressed to ensure that all Malaysians will share in the country's prosperity.

The main output in FY20 was the report ***Aspirations Unfulfilled: Malaysia's Cost of Living Challenges***, which examines the prominent and long-running debate about the increasing cost of living in Malaysia. At first glance, widespread and persistent concerns about the cost of living appear paradoxical given the high rates of income growth coupled with low and stable inflation over the past many years. **Aided by the insights of an expert workshop**, the study revealed that the "cost of living" in Malaysia is a catchall term that reflects wider developments in the economy and the associated impacts on household budgets and well-being. Using a household-centric perspective, the report finds that the core issues for most Malaysians extend well beyond prices of goods and services to include lagging income growth (especially among younger and less educated workers) and rising household debt, which result in less discretionary income and inadequate savings. Rising home prices also feed into the uneasiness about housing affordability and the cost of living.

Looking beyond the symptoms to address the underlying issues, the report, which formed the basis of the special topic in the December 2019 ***Malaysia Economic Monitor: Making Ends Meet***, identified a mix of short-term measures that could help to alleviate hardships among low- and middle-income households, as well as important structural reforms to confront the root causes that will take more time to develop. These include continued reevaluation of price controls, accelerating increases in labor productivity, deepening existing social safety nets, improving personal and household financial management, and refocusing

housing policy on primary residences for low- and middle-income households (whether for purchase or rent). An offshoot of this analysis was a separate short report on affordable housing policies in the Federal Territory of Kuala Lumpur.

A second major output during FY20 was a **paper on income mobility**, which estimates the extent to which the incomes of individual Malaysian households are upwardly mobile, downwardly mobile, or static over time. Very little is currently known about economic mobility in Malaysia because there are no longitudinal (or panel) income surveys that interview the same households repeatedly over time. The paper, titled ***Poverty dynamics in Malaysia in the early 21st century: Evidence from synthetic panels***, uses "synthetic panel" methods to estimate income mobility from six Household Income Surveys spanning the years 2004 to 2016, with three main findings. First, the likelihood of being low-income—either as a chronic or transitory condition—has decreased considerably over the period. Second, the pace of upward mobility from low-income to middle-income has slowed since 2014. Third, there is evidence that even as poverty in Malaysia has fallen, the remaining poor are increasingly likely to be poor in a structural sense.

**Foreign workers are an integral feature of Malaysia's economy**, doing many of the low-skilled, low-paid, "3D" (dirty, difficult, and dangerous) jobs that do not attract Malaysian workers. Yet formulating and monitoring policies for foreign workers is hampered by the fact that the total number of foreign workers is unknown, primarily because of the large number of undocumented workers. The paper ***Remittance transaction data: Possibilities for real-time monitoring of foreign workers in Malaysia*** uses remittance data from money transfer service providers to estimate the total number of foreign workers in Malaysia to be between 2.99 million and 3.16 million as of 2017–2018.

## Agriculture and Food

Agriculture is still one of the most important sectors of the Malaysian economy. Through multiple channels, agriculture impacts the performance of the overall economy. Among all sectors of the economy, agriculture has the largest multiplier effect – palm oil alone has a composite multiplier of 3.1. Without the labor released from agriculture, the capital generated from the sector and the supply of food for the expanding urban population, economic transformation in Malaysia would have not been achieved. Historically, agriculture was the main instrument that enabled the success realized in poverty alleviation.

To assess the historical journey, gauge the stage Malaysia achieved and identify the remaining challenges facing the agriculture sector, a study on **Agriculture Transformation and Inclusive Growth – the Malaysian Experience** was conducted. As Malaysia is a recent transformer, this Analytic and Advisory Service (ASA) generated critical lessons that will be highly relevant to countries along the transformation path under an open trading system in a globalized world.

The study highlighted key challenges facing the agriculture sector that should be addressed to enable Malaysia achieve a high-income status: (i) **anemic productivity**: as of 2017, agricultural value added per worker in Malaysia was 45 percent of the average among high-income countries; (ii) **aging farmers and smallholder agriculture**: the Malaysian agriculture is dominated by smallholders across all crops except for palm oil (even under palm oil smallholder farms account for 40 percent of the land under production). Without addressing the multitude of problems facing smallholders, the transformation of the sector to support the country transition to high-income status may not be realized; (iii) **diversification and risk of monocropping**: commodity crops dominate the agricultural landscape with palm oil accounting for 75 percent of cultivated land. This is a high level exposure and implies diversification is an unfinished agenda; (iv) **climate change risks**: risks posed by climate change and environmental degradation should be understood better to enhance the sector's resilience; (v) **scattered and small size farms** – there is a need for a clear policy (with incentive mechanism) to support consolidation of farms and strengthening SMEs; (vi) **regional differences**: there is measurable difference across Malaysia on the level of transformation achieved by each region. Policy directions aimed at Multi-sectoral, Area-based, Integrated and Networked (the MAIN approach) is required to usher in a rural transformation through a holistic approach aimed at revitalizing lagging regions targeting rural space as an economic entity composed of different sectors wherein agriculture plays a major role; (viii) **agriculture R&D intensity** – a reduction in intensity is observed in R&D. However, Malaysia's research intensity has to increase; (ix) **institutional review**, to revisit the relevance of the institutional mandates

of different agricultural agencies and allow to modernization of these institutions to meet the requirements of the 21st century; (x) **an improved focus on agri-food sub-sector**, by recognizing agri-food sector as an important driver of agricultural transformation. Policy should be reoriented to make the agri-food subsector internationally competitive in an increasingly globalized economy. The document concluded that the lackluster performance of the rice and non-rice agri-food subsector in comparison with the tree crop subsector shows that a fundamental rethinking and reorientation of Malaysia's policy approach is required.



This analytical work has a major impact not only in inserting agriculture transformation into the debate but raise its standing among priorities and enhance the awareness of policymakers, practitioners, academicians, among others, on the current challenges facing the sector. As an outcome, defining modern agriculture and the future profile of Malaysian agriculture to support Malaysia's transition to high income status has become an important priority as expressed by EPU. There is also an expressed demand to generate policy-informing knowledge on the dynamics of smallholder agriculture and what the country can learn from other countries in the transformation of smallholder's agriculture. Within Malaysia, a wide awareness among broad agricultural stakeholders have been created on the need to revisit policies and instruments in support of agricultural transformation. The methodological approach in analyzing agricultural transformation was also introduced to researchers and academicians.

As part the completion of the report, the World Bank, jointly with EPU, organized a half-day workshop with the participation of international experts and stakeholders from the public sector, private operators, civic societies and academia. The consultation identified key factors for considerations in the preparation of the 12th Malaysia plan. According to EPU the support provided was deemed as highly relevant to the Unit's work.

In addition, a study, **Improving agricultural marketing for inclusive agro-food development in Malaysia**, is being finalized. The study focuses on the horticulture sector and is aimed at identifying policy options to improve the marketing of horticulture products.

IN FOCUS

## What Will It Take? Malaysia's Ambition to Become a High-Income and Developed Economy



World Bank projections indicate that Malaysia is likely to transition from an upper-middle-income economy to a high-income economy within the next few years, despite a COVID-19 induced recession in 2020. This graduation will be an important marker in Malaysia's development journey, as the country has witnessed a transformation in living standards within a generation, reducing dollar-a-day poverty to just a fraction of one percent of the population, and lifting the country out of its long tenure in the "middle-income trap".

Yet, the transition to high-income country status also raises a number of questions in terms of both the quality of growth and its sustainability. Compared to other countries that achieved high-income status in

recent years, Malaysia is growing more slowly; it has a lower share of employment at high skill levels; and it has greater inequality. And compared to countries in the OECD, Malaysia collects less in taxes; spends less on social protection; and performs relatively poorly in terms of measures related to environmental management and control of corruption. Most significantly, there is a growing sense that the aspirations of Malaysia's middle-class are not being met and that the economy doesn't produce enough well-paying, high-quality jobs. There is also a widespread sense that the proceeds of growth have not been equitably shared between the richest and the poorest; and that increases in the cost-of-living are outstripping incomes, especially in urban areas.

A different set of policies and institutions will be needed for a high-income and developed Malaysia. As the country exits that growth period when factor accumulation was a key driver, and increasingly looks towards more knowledge-intensive and productivity-driven growth, closer to the technological frontier but with an aging society, new approaches will be needed.

Many of these issues are being debated as Malaysia starts to position itself for the next phase of its development, including via the 12th Malaysia Plan and the Shared Prosperity Vision 2030. Furthermore, the uncertain legacy of the COVID-19 pandemic raises new questions about Malaysia’s readiness for the future.

The analysis in this report—which has been prepared by a joint knowledge and research team—suggests that for Malaysia to transition successfully to high-income status, and sustain equitable growth beyond the transition, reforms will be needed in six broad areas. These areas are illustrated below.

The primary objective of this report is to answer the key question: What will it take for Malaysia to achieve its ambition of achieving high-income and developed country status within the next decade? The various chapters in the report set out a framework assessing Malaysia’s past performance, its strengths and weaknesses, and a policy agenda for the future.

**6. Financing shared prosperity**

An enhanced effort to raise more revenue and improve spending efficiency is needed to finance the transition to high-income.

**1. Re-vitalizing long-term growth**

Malaysia’s trend GDP growth rate is expected to fall substantially over the next 30 years as the country converges with high-income countries.

**5. Promoting inclusion**

Economic growth has become less inclusive than in the past, compounding persistent disparities, fueling discontent and encouraging the perception that growth has not benefitted all citizens equitably.

**2. Boosting competitiveness**

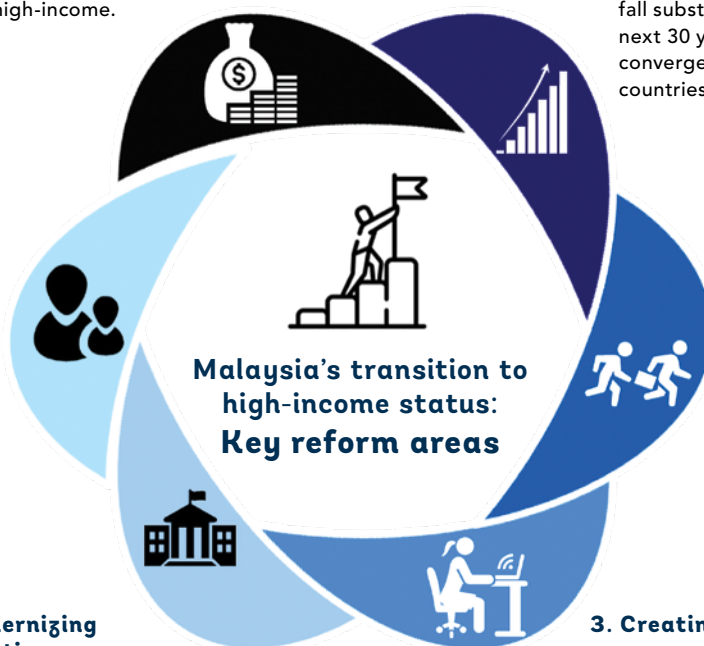
Accelerating productivity growth is Malaysia’s central economic policy challenge and key to building a more competitive economy.

**4. Modernizing institutions**

The quality of Malaysia’s institutions lags behind its aspirational peers, making it hard to meet the increasing expectations of its expanding middle-class population.

**3. Creating jobs**

Creating a greater number of well-paying, high-quality jobs is becoming more complex. Gaps have emerged in the country’s skills framework, while at the same time some jobs are threatened by automation.





## THEME 2

# Enhancing Finance, Competitiveness, and Innovation

### SUB-THEMES

- Sustainable and Green Finance
- Islamic Finance
- Financial Inclusion, FinTech and Payment Systems
- Financial Stability and Maximizing Finance for Development
- ASEAN/Regional Financial Integration and Capacity Building
- Private Sector Competitiveness and Innovation

### Development Objective

Malaysia will continue to leverage its global leadership in Islamic finance, grow its role in developing sustainable and green finance, and maintain a sound and inclusive financial system. As Malaysia aims to achieve high-income status, it is vital for the country to increase its private sector competitiveness, create high-productivity jobs, and increase its innovation capacity and capability.

The objectives of this theme are to:

- support and facilitate knowledge transfer and capacity-building vis-à-vis ASEAN countries to foster financial market integration;
- reinforce financial stability through strengthening the regulatory framework & supervisory capacity, enhancing governance, and the adoption of international standards
- promote financial inclusion through innovation in financial products, delivery channels, and technology, to meet the financial services needs of individuals, households, and SMEs
- create green and sustainable finance markets by building up an enabling green financing ecosystem, introducing innovation sustainable finance instruments, and enhancing awareness and capacity of key stakeholders in adoption of the sustainable finance principles
- Improve private sector competitiveness and innovations



## Overview

The Malaysian authorities and the World Bank Hub collaborated to share Malaysia's development experiences in building sustainable, inclusive, and sound financial systems, as well as in creating robust ecosystems for promoting innovations and enhancing private sector productivity, and to assist other countries to reform and develop their financial systems and private sector.

The impacts of the COVID-19 pandemic on the financial sector, the private sector, and jobs will be large in Malaysia. The team has provided just-in-time policy notes on policy responses which are aimed to inform immediate and medium-term policy responses by the Government.

In FY20, highlights of achievements with Malaysian counterparts include support to the strengthening of key policies and programs to enhance ESG adoption by the financial sector. This included technical support to BNM on the Value-Based Intermediation Financing and Investment Impact Assessment Framework (VBIAF), issued in November 2019. The VBIAF aims to facilitate the implementation of an impact-based risk management system for assessing the financing and investment activities that is line with the VBI considerations. The VBIAF also serves as a reference for other financial institutions intending to incorporate ESG risk considerations. The World Bank also collaborated with BNM on the consultative paper "Climate Change and Principle-based Taxonomy Discussion Paper" issued in December 2019 which is designed to further catalyze environmentally sustainable financial flows by helping financial sector participants determine whether an activity qualifies as environment-friendly.

In addition, BNM and the World Bank collaborated with the private sector on information awareness and training programs on e-remittances for migrant workers in Sabah, for

whom payment transfer costs can be a significant expense. These efforts have shown to reduce the cost of remittances from 4.5 percent in December 2017 to 2.2 percent in 2019.

In collaboration with key stakeholders, the Finance team produced reports on Alternative Finance Regulation, Islamic Fintech, Islamic Financial Inclusion in Malaysia, Malaysian Capital Market Development, Cost of Payments in Malaysia as well as policy notes on topics such as COVID-19 financial sector response measures and proportionate regulation for Development Finance Institutions.

With aspirations of achieving high-income status, boosting private sector competitiveness remains pivotal to economic growth and job creation. Significant diagnostic work was carried out on private sector competitiveness. This formed one of the key chapters on Boosting Competitiveness in the upcoming High-Income Report.

In collaboration with the Malaysian Productivity Corporation, the World Bank Hub documented the successful case of **public-private dialog to facilitate business regulatory reform through PEMUDAH** in Malaysia. The case study provides important characteristics in the PEMUDAH delivery model that could help inform policy dialog in other client countries.

In light of numerous requests from client countries who wish to learn from Malaysia's experience on the SME Masterplan, the Hub documented the lessons learnt from designing and implementing the Masterplan and launched the report in February 2020. With digitization and automation becoming increasingly important, the Government has formulated a strategic document on Industry 4.0 called Industry4WRD. The Bank team participated in MITI's ASEAN high-level dialog on Industry 4.0 as well as represented the Bank to deliver the keynote speech on Globalization and Industry 4.0 at the PNB Corporate Summit.

### BOX 1

## Capacity Building for Financial Sector Stakeholders in Malaysia and Globally

Capacity building sessions include providing training to more than 3,000 financial sector stakeholders in sustainable and green finance, facilitating South-South exchanges between Malaysia and 25 developing countries, and organizing 10 webinars for policymakers and financial sector stakeholders in Malaysia and the East Asia region on policies and programs to manage the impacts of COVID-19.

In the area of financial stability, the World Bank implemented a financial crisis simulation preparation workshop for BNM, PIDM (Malaysian Deposit Insurance Agency), and the Ministry of Finance in December 2019. The workshop aims to highlight potential challenges in existing financial sector stability related arrangements. A regional conference on Governance, Risk and Controls was also held, organized jointly with BNM.

# FY20 Year in Review

(JULY 2019 – JUNE 2020)

## Sustainable and Green Finance

During FY20, the work program within this pillar had major activities that were split between technical assistance on green finance policy development, and knowledge sharing and awareness raising among key stakeholders.

**Collaboration on the Development of the “Climate Change and Principle-based Taxonomy Discussion Paper” for Sustainable Finance with Bank Negara Malaysia.** Several WBG staff members presented experiences and knowledge on the risks of climate change and its impact on the financial sector at the Regional Conference on Climate Change themed “Climate Change Risks and Opportunities: Respond, not React” on September 25-26, 2019, which was organized by BNM. At this conference, Datuk Nor Shamsiah Yunus, Governor of BNM, announced that BNM and SC would be working with the World Bank to develop a “green taxonomy” that will

help the Malaysian financial sector classify green assets transparently and consistently. The WBG team provided feedback on technical aspects of the taxonomy as it was drafted, with the consultative paper issued in December 2019. In addition, the WBG team also shared international experiences on climate risk assessment for the financial sector. Building on this experience with Malaysia, the World Bank is publishing a global guidance document to help other countries develop their own green taxonomies.

**Capacity building for Environmental, Social, and Governance (ESG) Investing.** During the fiscal year, the WBG engaged with institutional investors via the **Malaysia Institutional Investors Council** which includes key influential investors such as EPF and KWAP. The WBG team conducted a workshop sharing international experiences in ESG investing with the council and also contributed to

### IN FOCUS

## Defining Green: Malaysia’s Big Step Towards Financial Sustainability



BNM’s Governor announced in her keynote speech that BNM and SC would work with the World Bank to develop a “green taxonomy” for the Malaysian financial sector.

**The Challenge:** How do banks decide where to lend if they don’t know what is green, environment- or climate-friendly? How can corporates issue green bonds if they cannot distinguish between green and non-green? How can asset managers respond to their clients’ preferences for green investments if there is no formal and agreed-upon definition?

**The Solution:** A green taxonomy fills that gap by helping financial sector participants, whether banks, financial institutions, or investors, determine whether an economic activity or project qualifies as environment-friendly or not, tag their assets consistently, and engage in accurate and transparent tracking and reporting. BNM worked with the World Bank and the Malaysian Securities Commission (SC) to develop the principles that would support the classification of economic activities transparently and consistently. This was in response to Governor Nor Shamsiah Mohd Yunus’s announcement at the Regional Conference on Climate Change themed “Climate Change Risks and Opportunities: Respond, not React” on September 25, 2019 that BNM and SC will work with the World Bank to develop a “green taxonomy” for the Malaysian financial sector.

**Results-to-Date:** On December 27, 2019, BNM launched the Climate Change and Principle-based Taxonomy Discussion Paper. BNM is inviting feedback on the paper from relevant stakeholders.

the Ministry of Energy, Science, Technology, Environment & Climate Change’s annual flagship event, Climate Change Conversation at the 2019 International Greentech and EcoProducts Conference (IGEM) on October 9, 2019.

**Sharing of Global Knowledge and Experiences with Malaysian Public Sector and Industry Stakeholders.**

Throughout the fiscal year, the WBG team conducted multiple workshops, roundtable discussions, and knowledge events on a variety of topics. Examples include a Roundtable on the 2030 Agenda for Sustainable Development: Making Climate-Resilient Development a Policy Priority in Malaysia on July 23, 2019; a workshop on the Climate Change Action Plan and Finance, held with the Ministry of Water, Land and Natural Resources (KATS) and the Ministry of Energy, Science, Technology and Climate Change (MESTECC) on October 8, 2019; Panel on Green Finance at the ASEAN PPSTI 15th Meeting; technical workshop for DFIs on the application of green principles; and a series of presentations on sustainable finance at major financial industry (Coffee with HSBC on July 25, 2019; CIMB Cooler Earth on October 1-2 2019) and non-financial industry events (Asia Pacific Urban Forum on October 17, 2019; Mega Infrastructure Strategy Summit on November 7, 2019).

**South-South Exchanges on Sustainable Finance.**

During the fiscal year, the WBG team held a briefing on sustainable finance for several participating countries

through the Institute of Diplomacy and Foreign Relations (IDFR), Ministry of Foreign Affairs on July 26, 2019. For Vietnam, the WBG team shared knowledge on green capital market instruments as well as Malaysia’s experience in developing and implementing the issuance of green *sukuk* and green bonds on Aug 14, 2019. The WBG team worked with BRAC Bank (Bangladesh) to share with Bank Rakyat regarding its sustainability framework and implementation.

**Webinar series on Sustainable Finance.**

The COVID-19 pandemic disrupted plans to host a major Asia-Pacific Green Finance Leadership Program conference in partnership with Tsinghua University (China) and the Sustainable Banking Network (SBN). In its place, the WBG launched a series of webinars on Sustainable Finance. The first webinar, in partnership with Tsinghua University and SBN, covered **Environmental Information Disclosure by Financial Institutions and Green Bond Issuers** in April 2020. Complementary webinars on sustainable finance, namely **Risk Transfer Solutions for Pandemic and Natural Disaster Risks** on April 15, 2020, and **Sovereign Social Bonds to fight COVID-19** on May 8, 2020. Collectively the webinars reached over 2600 participants, predominantly from the East Asia and Pacific region, but also from the rest of the world (see table in section on Regional Financial Integration).

**Islamic Finance**

The Islamic finance pillar is focused on knowledge generation and sharing of global best practices in the areas such as: Islamic finance and the SDGs, financial inclusion, and Islamic finance for PPPs in infrastructure. The program was designed to enhance the standing of Malaysian institutions in the global Islamic finance landscape, with most activities designed and delivered jointly with local institutions such as Bank Negara Malaysia (BNM), Securities Commission Malaysia (SC), International Centre for Education in Islamic Finance (INCEIF), International Shari’ah Research Academy for Islamic Finance (ISRA), Malaysia Digital Economy Corporation (MDEC), and the Islamic Financial Services Board (IFSB).

**Supporting the Policy Framework:** The World Bank provided technical assistance for the development of key Value-Based Intermediation Financing and Investment Impact Assessment Framework (VBIAF) for Islamic financial institutions which was issued in November 2019. The World Bank also contributed its technical expertise in the



Sustainable Finance Forum, held at the IFSB Annual Summit on November 12, 2019

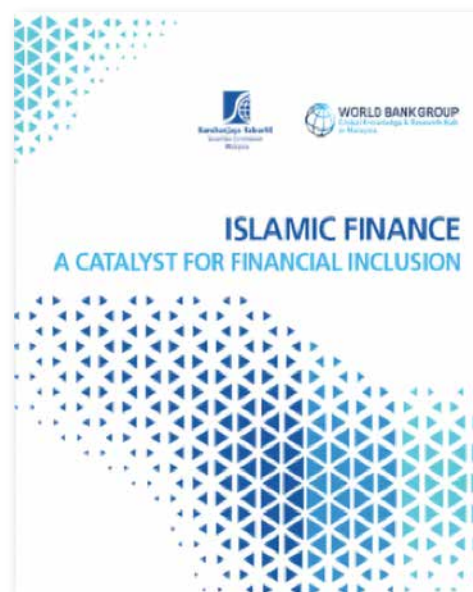
development of the VBIAF sectoral guidance documents for Energy Efficiency and Renewable Energy, which present guidance on implementing impact-based assessments of these sectors and are aligned with the overarching framework described in the VBIAF.

## PILLAR 1: SHARING POLICY INNOVATIONS AND DEVELOPMENT EXPERIENCES

Theme 2: Enhancing Finance, Competitiveness, and Innovation

**Knowledge Products:** The World Bank also produced publications on Islamic finance. One such publication was the report on **Islamic Finance: A Catalyst for Financial Inclusion** launched in May 2020, jointly with SC Malaysia. The Report is a synopsis of the global conference, which was jointly organized by the World Bank, SC, and International Organization of Securities Commissions (IOSCO) in 2019. The Conference discussed the role of Islamic finance as an alternative to conventional finance in advancing the accessibility of Shariah-compliant financial services to the underserved segments of society. The discussion also covered the current landscape, policies, strategy, ecosystem, and the required building blocks. Through several case studies, the demonstration effects in diverse contexts were used to exhibit the accomplishments of specific initiatives. In addition, reports on Islamic FinTech and Islamic financial institutions were completed.

**Convening Activities:** The World Bank also worked with Malaysia on the **Sustainable Finance Forum** which was held on November 12, 2019 in Jakarta as part of the Islamic



The report on **Islamic Finance: A Catalyst for Financial Inclusion** was launched in May 2020 jointly with SC Malaysia.

### IN FOCUS

## Value-based Intermediation



**The Challenge:** There is an increasing recognition that value for financial institutions extends beyond pure financial returns. For Islamic financial institutions, there is an interest in further delivering on the value proposition of Islamic finance, which is part of a value-based intermediation (VBI) system based on the principle of public interest. There are synergies with existing initiatives such as ESG, Ethical Finance, and Sustainable, Responsible, Impact

Financing (SRI), with the distinction that relies on Shariah in the determination of its values, moral compass, and priorities.

**The Solution:** BNM developed a framework, in collaboration with the World Bank, the VBI Community of Practitioners, and the International Centre for Education in Islamic Finance (INCEIF), to assess the financing and investment activities of Islamic financial institutions. This is to ensure alignment with respective VBI commitments and facilitate the implementation of an impact-based risk management system. The framework highlights that Islamic financial institutions need to re-align their current risk assessment and management systems to the VBI management system, which defines the guiding principles and requirements to operationalize the VBI strategy, monitor, and mitigate risk on an ongoing basis.

**Results-to-Date:** In November 2019, BNM announced the issuance of its Value-Based Intermediation Financing and Investment Impact Assessment Framework (VBIAF) guidance document. The framework guidance document will also serve as a reference for other financial institutions intending to incorporate ESG risk considerations in their own risk management system.

Financial Services Board (IFSB) Summit. The Forum was jointly organized by the World Bank and IFSB with support from Malaysia International Islamic Financial Centre (MIFC). The objective of the forum was to identify best-practices as well as relevant policy options for an enhanced and expanded incorporation of environmental and social risk management within the financial and banking sectors, as the theme of environmental protection and sustainability fits with the Islamic finance agenda that seeks to enhance the general welfare of society. The Forum was attended by more than 200 participants including development practitioners, market players, policymakers, and regulators. Many speakers shared their experiences in incorporating Environmental, Social, and Governance (ESG) criteria into their investment and business processes and their

approaches to responsible and sustainable investments.

Although COVID-19 led to the cancellation of planned events on Islamic finance in 2020, connections were made virtually via a webinar on Islamic finance “*Responding to COVID-19: How Islamic Finance can Help*” organized by the World Bank with support from the Association of Islamic Banking and Financial Institutions (AIBIM) and MIFC on May 19, 2020. The webinar discussed how various Islamic finance instruments can be used to support the recovery efforts in different countries, with a particular focus on those with significant or growing Islamic financial sectors. The session also discussed ways in which to deploy Islamic finance instruments at the global level to deal with the after-effects of the outbreak.

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## Financial Inclusion, FinTech and Payment Systems

The pillar to support initiatives on financial inclusion, payments, and FinTech engaged in several technical assistance, convening, and research activities in FY20.

**Reducing the Cost of Remittances:** Bank Negara Malaysia (BNM) and the World Bank formed a partnership and created a joint team for the Greenback 2.0 program, which aims to increase efficiency and transparency in the remittance market, and ultimately, reduce the cost of sending remittances. Greenback 2.0 Kota Kinabalu (GBKK) in Sabah (East Malaysia) was a joint project undertaken by Bank Negara Malaysia and the World Bank in partnership with the industry (the Malaysian Association of Money Services Business, remittance companies), embassies and consulates, and plantation companies to expand digital remittances to migrant workers by promoting innovative and digital remittance services. The World Bank worked with BNM to help migrant workers optimize their use of formal e-remittances channels, resulting in the transaction costs of remittances reduced from 4.5 percent (Dec 2017) to 2.2 percent (Sept 2019) in Sabah. (see Box for further detail).

**Strengthening Capacity for Digital Financial Services:** The World Bank collaborated with BNM to test a methodology to measure the cost of payments developed by the World Bank in Malaysia. The World Bank provided support to BNM on implementation of the methodology and workshops for survey participants, with the objective being to provide empirical evidence around the cost benefits of

shifting to digital payments from cash. The World Bank also extended support to Malaysia’s evolving framework for digital financial services through feedback provided to BNM’s digital banking and eKYC consultative drafts in January 2020, plans for capacity building on supotech and regtech, and a technical brief on using Big Data to expand Financial Services. The World Bank has also authored a publication on money service businesses.

### Technical Assistance to Bangsamoro Autonomous Region of Muslim Mindanao (BARMM) Government:

At the request of the Philippines’ Ministry of Finance, the World Bank provided technical assistance to the BARMM government on financial sector development and assessed financial services and needs in BARMM. This included a focus on Islamic finance, and capacity building on Islamic finance to BSP (Philippines central bank) and BARMM government officials, supported by Malaysian Islamic finance experts. The technical assistance led to a new request for developing a regional financial sector development roadmap.

### Knowledge and Convening Services

**South-South Exchanges:** Hosted 26 countries at BNM/WB/AFI Joint Seminar on SME finance in Digital Era (Feb 2020), Bilateral exchanges on SME Finance with Indonesian Ministry of Finance (November 2019), Payments with BSP Philippines (November 2019), Credit Guarantees with Bank of PNG (January 2020), and SME finance with Cambodia (February 2020).

IN FOCUS

## Greenback 2.0 Kota Kinabalu: Reducing the Costs of Remittances in Sabah



**The Challenge:** With over \$400 billion officially recorded flows to developing countries, remittances are a critical source of national and families' income. However, high transaction costs and other inefficiencies in the process often adversely impact migrant workers and their families. Some of the key challenges in effective remittance services are users' access to information and healthy competition among remittance providers at the sending as well as the receiving end. There is a need to develop opportunities for non-bank remittance (money services business) industry to enhance usage of e-remittance to address informal money service business channel and accessibility issues, promote transparency and leverage technology to achieve efficiency in the remittance market and reduce cost of remittance.

**The Solution:** To address these challenges, BNM and the World Bank formed a partnership to lead Greenback 2.0 Kota Kinabalu (GBKK) in Sabah (East Malaysia) in partnership with the industry (the Malaysian Association of Money Services Business, remittance companies), embassies and consulates, and plantation companies to expand digital remittances to migrant workers by promoting innovative and digital remittance services. To raise awareness on financial education and inclusion among migrants, the program executed: promotional activities at targeted migrant worker hotspots (e.g. plantation estates) to promote end-to-end digital services, including opening of bank accounts and registration for e-KYC and e-remittance services; and financial education programs targeted at migrant communities to enhance knowledge of financial products and prudent financial management.

**Results-to-Date:** On February 14, 2020, Malaysia's former Deputy Minister of Finance gathered with the Malaysian Association of Money Service Businesses and

other private sector stakeholders in Sandakan to celebrate the impacts of the Greenback 2.0 Kota Kinabalu program, which included:

1. A significant remittance cost reduction from 4.5 percent (Dec 17) to 2.2 percent (Sept 2019) in Sabah.
2. A significant increase of e-remittances with turnover greater than 650 percent.
3. New e-remittance registrations over 14,000.
4. Over 16,000 migrants and locals engaged.

For Greenback 2.0 Kota Kinabalu, a one percent reduction in remittance costs translates into RM24 million additional money in the hands of migrant workers. During the project period, over RM126 million were saved. Malaysia became one of the first countries that achieved Goal 10 of the SDGs that aims to reduce inequality within and among countries (reducing the remittance cost to three percent by 2030 with costs higher than five per cent will be eliminated).

Project Greenback 2.0 served as a testament on the importance of creative and innovative approach in fostering more efficient remittance market. In Sabah, through the Jom Kirim Campaign, the Project Team experimented with using incentives to nudge behavioral changes in helping the target market to make a better decision i.e. using regulated remittance channels. The Jom Kirim Campaign entailed implementation of e-loyalty programs to encourage new registrations for e-remittance services. The achievements of digital remittances in Greenback 2.0 enabled remittance companies to continue to provide digital solutions when the COVID-19 lockdown took place and all remittance outlets were closed.

IN FOCUS

## Building Sustainable SME Finance Ecosystems in the Digital Age



**The Challenge:** SMEs play a significant role in driving the country's economy, especially for low- and middle-income countries. For instance, 98 percent of firms in Malaysia are SMEs, and this sector contributes 32 percent of total GDP. Thus, financial regulators and policymakers must put in place the right policy and strategy to adapt to a rapidly changing world. "No one size fits all." Learning from the peer regulators and practitioners in developing a comprehensive SME finance ecosystem can bridge the gap and tailor the action plans to accommodate the local context.

**The Solution:** The World Bank, in partnership with BNM and AFI, organized a four-day peer learning seminar from February 24-27, 2020. Speakers, including the Malaysian experts, shared the evolution of Malaysia's SME finance ecosystem to ensure sustainable financing for SMEs over the last two decades, especially on the holistic approach at national policy level and at implementation, the roles of financial sector regulatory authorities, development financial institutions, and private financial institutions. The speakers also discussed the transition to utilizing digital technologies (FinTech in particular) to support new generations of entrepreneurs, as well as the latest development in other countries on diversifying funding sources and service delivery channels to SMEs with technology. The key lessons learned from other countries were shared by the participants.

<http://sme-seminar-2020.mystrikingly.com/>

**Results-to-Date:** Although initial plans for the event were reduced due to growing concerns about the spread of COVID-19, 49 officials from government and financial

sector regulatory agencies in charge of SME development policy and SME finance programs participated in the seminar. The representatives were from the following countries: Afghanistan, Bangladesh, Burundi, Cambodia, Ecuador, Egypt, Gambia, Jordan, Kenya, Lao PDR, Maldives, Mongolia, Myanmar, Nepal, Niger, Pakistan, the Philippines, Qatar, Kingdom of Saudi Arabia, Senegal, Sri Lanka, Swaziland, Tanzania, Tonga, Vanuatu, and Zambia. Participants found the seminar highly relevant to their work and enjoyed the peer-to-peer exchange sessions in particular. Many requested follow-up exchanges on regular basis.



## Financial Stability and Maximizing Finance for Development

The Maximizing Finance for Development pillar covers a range of support for financial market development and stability issues, with a focus on supporting financial resilience, the evolving model for Development Financial Institutions, and market development issues such as capital market development. During the fiscal year, WBG provided technical advice on several specific areas of interest to BNM through collaborative sharing of expertise, identifying good practice, and helping with external referencing such as peer comparisons and benchmarking. Key activities under this pillar in FY20 were delivered in the form of research reports, just-in-time policy notes to key stakeholders, and capacity building workshops in the areas of Malaysian capital market development, evolving models for Malaysian DFIs, competition in the financial sector, cybersecurity, financial crisis planning, and more recently, financial sector responses to COVID-19.

### Supporting Financial Resilience In Malaysia

As a follow-up to previous discussions on the WBG's CSE methodology, the World Bank team conducted an inter-agency **crisis simulation workshop** on December 11-12, 2019. This was the first inter-agency exercise of its kind in Malaysia and brought together 73 participants, from the three key agencies - led by MOF's Head of Strategic Investment, BNM Assistant Governor for Supervision, and the CEO of PIDM. This workshop was both timely and crucial in testing the adequacy of existing financial sector stability arrangements and, for decision makers – a rehearsal in communicating and responding effectively as a crisis unfolds.

The WBG also continued to engage with BNM on issues relating to **cybersecurity**. In Dec 2019, the WBG CISO briefed BNM on recent cyber security developments. Discussions on WBG advisory services to BNM remain ongoing and are expected to continue in the next fiscal year.

The WBG developed a **policy note on emerging issues arising from COVID-19 and financial sector related policy responses** taken by other countries which was shared with BNM and PIDM. The compilation of financial sector measures globally provided strategies and insights to navigating the new challenges from the impact of the pandemic.

### Strengthening Evolving Models for DFIs

The WBG extended support in the area of **proportionality regulation for DFIs in Malaysia**. BNM had sought World Bank technical expertise to help explore the application of proportionality on DFIs and provide recommendations for regulatory policy options. The policy note provided an overview of international standards and practices for the

application of prudential regulation and supervision to development banks and also discussed the general concept of negative externalities, the measurement of these, and potential regulatory remedies.

The WBG team also developed a **policy note on Malaysian DFIs**, supporting BNM's efforts to strengthen the financial and operational environment of the DFIs. The policy note looked at the role of DFIs in the global development policy landscape, provided benchmarking against selected foreign DFIs, and provided policy considerations on strengthening a national development finance ecosystem, refining strategies, and quantifying the impact, as well as finding the optimal size and operating models to improve the efficiency of DFIs. Additionally, at the request of BNM, the WBG team reviewed the Performance Measurement Framework Implementation Guide & Corporate Strategic Plan Exposure Draft and provided general recommendations on policy implementation, performance measurement, the application of specific concepts, and clarity of objectives of the draft policy.

A Reimbursable Advisory Services agreement on **Project Prioritization and Performance Measurement Frameworks** between the World Bank and Malaysia Development Bank (BPMB) was carried out between Sept and Dec 2019. This RAS was developed in response to BPMB's strong interest in technical advice and capacity building from the World Bank on the areas of project selection and performance measurement to enhance the developmental impact of its operations. The RAS was completed in Dec 2019 and deliverables included tools, guidelines, and assessments and recommendations related to BPMB's project cycle and its goal to better understand the development impact of its operations.

### Supporting Market Development

Co-authored with RAM Holdings Berhad, the report **Development of Malaysia Capital Markets** documents Malaysia's journey in developing its domestic debt capital market and covers a series of topics including the developmental milestones, key actions taken by the Malaysian government and regulatory bodies, key institutions that supported the growth of the bond market, the main challenges during its development, and key success factors. It also shares key lessons for developing countries, drawing from Malaysia's experience.

At the request of BNM, policy notes are being prepared on opportunities to strengthen agricultural finance and affordable housing in Malaysia. The agricultural finance note explores challenges and mechanisms to finance agriculture in



Malaysia following engagement with government ministries and agencies, commercial banks, and the agricultural development bank in Malaysia and BNM. COVID-19 relief measures implemented by authorities in various jurisdictions for individuals and SMEs in the agriculture sector were also included. The technical note on good practices in financing affordable housing in other countries was drafted with a focus on alternative financing solutions to the traditional mortgage instrument (primary mortgage market). Options discussed address aspiring home buyers and households at different stages of the income spectrum, which include rental programs, shared equity mortgages, risk diversification instruments, and Islamic finance for home ownership.

The World Bank organized a customized workshop on **Capacity Building Workshop on Competition in the Financial Sector** for BNM to help participants better understand competition dynamics in the financial sector. The 40 participants were introduced to the country experiences of Canada, Mexico, the United States, and the Gulf countries in mergers and acquisitions. The two-day workshop, held in February 2020, introduced concepts for understanding competition dynamics, and a case study and practical exercise using the tools learnt during the workshop. These lessons were designed to support the review and update of internal guidelines for assessing market entrants, mergers and acquisitions, and related policy guidance.

**IN FOCUS**

**Strengthening Preparedness to Manage a Financial Crisis**



**The Challenge:** When managing a financial crisis in a high-pressure situation, preparedness and inter-agency coordination are critical to making effective decisions in a timely fashion.

**The Solution:** Holding a dress rehearsal of a financial crisis can help institutions prepare more thoroughly for adverse events. On December 11 and 12, 2019, the World Bank and the Malaysian deposit insurer, Perbadanan Deposit Insurans Malaysia (PIDM), organized an inter-agency crisis management workshop which provided participants with the opportunity to practice the roles that supervisory authorities and other authorities play in

managing a crisis arising from problems in a potentially systemic financial institution.

**Results-to-Date:** This was the first inter-agency exercise of its kind in Malaysia and brought together 73 participants, from the three key agencies - led by MOF's Head of Strategic Investment, the BNM Assistant Governor for Supervision, and the CEO of PIDM. This workshop was both timely and crucial in testing the adequacy of existing financial sector stability arrangements and, for decision makers – a rehearsal in communicating and responding effectively as a crisis unfolds. Participant feedback was overwhelmingly positive.

## ASEAN/Regional Financial Integration and Capacity Building

The FY20 work program focused on 1) delivering regional conferences on governance and internal control for central banks and financial sector regulators, and public pension funds management; 2) supporting and contributing to ASEAN working groups forums; and 3) the dissemination of global reports on financial inclusion, FinTech. Due to the COVID-19 outbreak, several planned face-to-face events in 2020 were postponed (APEC). These events were replaced by a series of webinars for regional audiences on financial sector policy responses to COVID-19 (see table below) and other frontier topics such as sustainable finance.

Two analytical reports were delivered in FY20:

- **Regional Payment System Integration:** Reviewed the ASEAN Payments Policy Framework for Cross-Border Real-Time Payments and supported ASEAN's Working committee on Payment and Settlement Systems to finalize the Implementing Policy Guideline for plenary endorsement in September 2019. This policy framework will guide regional retail payment system integration and standardization of QR codes in ASEAN.
- **Global Survey and Report on Alternative Finance Regulations:** This comparative analysis of supervision/

regulation of benchmarking of P2P lending, equity crowdfunding, and ICOs was published October 2019, and launched at SCxSC 2019 together with the Securities Commission. This is the first global survey of alternative finance regulations. The report has registered more than 1,000 downloads to date and was disseminated through various mechanisms including a blog.

Jointly with Bank Negara Malaysia, a **Regional Conference on Governance, Risk and Controls in the Era of Disruption** was delivered between December 9-10, 2019. The conference showcased best practices and how frameworks for cybersecurity and operational resilience is being strengthened in the financial industry, illustrating how risk controls and audit practices are changing due to technology development in order to strengthen the institution's ability to address vulnerabilities in key operations areas, such as payments and treasury systems. The conference convened more than 200 senior officials from financial sector regulatory authorities from 10 countries (Brunei, Cambodia, China, Indonesia, Korea, Malaysia, Pakistan, Papua New Guinea, the Philippines, and Thailand). This conference provided an important platform for policymakers and regulators to discuss how to respond to the significant technological advancements that have changed or are changing the way

**Table 1: Regional Webinar Series on Financial Sector Responses to COVID-19**

Thematic area	Topic	Date	Participants
Sustainable Finance	ESG Disclosure for Green Finance (with SBN and Tsinghua University)	April 2	2,400
Sustainable Finance	Risk Transfer Solutions for Pandemic and Natural Disaster Risks (with World Bank Treasury)	April 15	150
Payment System	Digital Payments and Remittances in the times of COVID-19	April 30	204
Firm Financing	Maintaining Firm Finance for Firms impacted by COVID-19: Perspectives for East Asia (with the World Bank Research Group, DEC)	May 5	220
Sustainable Finance	Sovereign Social Bonds to Fight the COVID-19 Crisis (with World Bank Treasury)	May 8	80
Financial Stability	Borrower Relief Measures: Lessons for East Asia	May 13	140
Islamic Finance	COVID-19 Response: How Islamic Sustainable Finance Can Help (With AIBIM and MIFC)	May 18	200
Firm Financing	E-Commerce for SMEs: Learning from the Field in East Asia	May 19	100
Payment Systems	Securing Social Transfers in the Time of COVID-19 – Learning from the Field (with Social Protection and Jobs global practice)	May 19	130
Sustainable Finance/ Financial Stability	Changing Perspectives: Addressing Climate Risks in the Financial Sector	May 20	100

Finance, Competitiveness, and Innovation Webinars 2020

<https://www.worldbank.org/en/country/malaysia/brief/finance-competitiveness-and-innovation-webinars-2020>

financial services are delivered. The Conference was opened by Deputy Governor Jessica Chew of BNM and closed by the World Bank Director for Equitable Growth, Finance and Innovation, Hassan Zaman.

A report on **Asian Provident Funds: Meeting 21st Century Challenges and Needs** was developed jointly with the World Bank FCI Global Team. Originally, a regional dissemination workshop was planned for June 2020. Due to COVID-19, the event was converted into series of webinars with each country bilaterally to share key findings and see feedbacks. A Webinar with EPF was arranged in April 2020. Upon request from EPF, the Bank team also shared a technical note on the Impact on Pension Funds during COVID-19 and the latest development on integrating ESG principles into pension funds' investment strategy.<sup>1</sup> A follow-up webinar with public pension funds in the region on integrating ESG

in investment strategy is to be arranged in June 2020 or the later half of 2020.

At the request of BNM and clients in the Asia Pacific region, the team delivered a **Webinar Series on Financial Sector Responses to COVID-19** between April and June 2020 on a weekly basis. The webinar series covered financial stability, payment system, firm financing, sustainable finance, and Islamic finance topics primarily related to COVID-19 responses and other frontier financial sector issues. It has served as just-in-time knowledge exchanges with regional central banks and financial sector regulatory authorities, financial service providers, public finance authorities, and international development partners. The webinar series reached more than 3,000 participants from East Asia and Pacific, South Asia, Africa, and the Middle East, with topics added on a regular basis as new requests arise.

**IN FOCUS**

## Supporting Financial Regulators in Managing Governance, Risk and Controls



**The Challenge:** In a rapidly changing financial sector, regulators face challenges in managing risks, internal controls, and governance arising from increased burdens of cybersecurity threats, regulatory compliance, corporate scandals, and shifting global and economic conditions. Regulators are interested in learning from global trends and good practices, and how their peers have addressed these challenges.

**The Solution:** BNM and the World Bank collaborated to host a conference on "Governance, Risk and Controls in the Era of Disruption" on December 8-9. The two-day conference featured topics such as Risk Management, Controls and Governance of Regulatory

Authorities, Building Resiliency Against Cyber Risks, Risks Management in Big Data, Cloud Computing, Payment & Treasury Systems, Fortifying the Financial System, and Strengthening Institutional Resilience. In addition, the World Bank's Global Financial Development Report 2019/2020 on "Bank Regulation and Supervision a Decade after the Global Financial Crisis" was launched in East Asia.

**Results-to-Date:** 240 people participated, including officials from 10 central banks and financial sector regulatory authorities from Brunei, Cambodia, China, Indonesia, Republic of Korea, Malaysia, Pakistan, Papua New Guinea, the Philippines, and Thailand. Representatives from AFI, SEACEN, IFSB, and ASB attended the event too.

<sup>1</sup> **Sustainable Investment: Best Practice Disclosure Checklist for Pension Funds**, April 2020, The World Bank <https://hubs.worldbank.org/docs/ImageBank/Pages/DocProfile.aspx?nodeid=31967997>  
**Incorporating Environmental, Social and Governance Factors into Fixed Income Investment**, April 2018, The World Bank <https://hubs.worldbank.org/docs/ImageBank/Pages/DocProfile.aspx?nodeid=29820303>

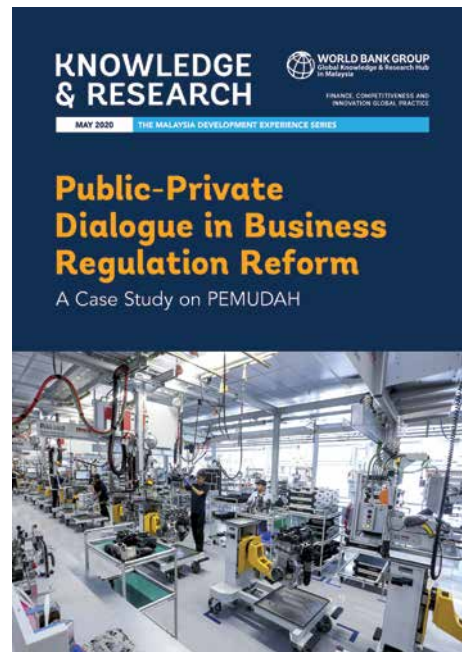
## Private Sector Competitiveness and Innovation

During FY20, there was an increase in the breadth of the activities under the sub-pillar, a sign of the strengthened partnership between the Hub and key stakeholders on this important agenda.

The main activities for FY20 included analytical work on private sector competitiveness that served as one of the key chapters on **Boosting Competitiveness** for the forthcoming *High-Income Report*. As Malaysia increasingly looks beyond factor accumulation to sustain growth into the future, productivity growth and private sector innovation will be the primary driver of higher living standards. The analysis shows that this will require deeper efforts to remove economic distortions, encourage innovation and digital adoption, strengthen competition, improve the investment climate, and facilitate deeper regional integration. Further, recognizing that productivity enhancing policies for SMEs in Malaysia are critical for inclusive growth, the team initiated the first ever **Program Efficiency Review of all SME programs**. This work is being done in close collaboration with SME Corp. and Ministry of Entrepreneurship Development and Cooperatives (MEDAC). The aim of the work is to inform future policymaking that can facilitate productivity-enhancing reforms that enable SMEs to compete effectively in the global market essential for future growth.

A key element of the innovation ecosystem is the successful implementation of research outputs towards industry needs. A regional survey was implemented on a sample of Public Research Organizations and University Research Centers in Vietnam, Malaysia, and the Philippines with the objective of assessing these institutions and identifying the current bottlenecks to their performance. The analysis will serve as inputs into the EAP Regional Report on Innovation. A report documenting the results from Malaysia was produced.

Work was also completed on two case studies. The completed case studies have drawn on both existing research and new analysis, and leveraged strategic relationships with Malaysian policymakers, and other stakeholders. The first case study was to document the successful **public-private dialog to facilitate business regulatory reforms through PEMUDAH** which was done in close collaboration with the Malaysian Productivity Corporation. A South-South knowledge exchange was organized with Lao PDR with high-level policymakers present to learn from Malaysia's successful experience on facilitating business regulatory reforms through public-private dialog. Key takeaways from the knowledge exchange will inform the reform implementation process in Lao PDR with a clear role for private sector participation in the same.



The first case study documents the successful public-private dialog to facilitate business regulatory reforms through PEMUDAH.

The second case study document key lessons that can be distilled from **Malaysia's experience in designing and implementing a comprehensive SME Masterplan** development strategy, both for Malaysia and for other countries wishing to boost SME growth and competitiveness. The event also launched the **World Bank Global Report 'Instruments to Build Firm Capabilities and Accelerate Technological Catch-Up in Developing Countries'**. The global report aims to help policymakers in developing countries better formulate innovation policies by providing a description of instruments available for innovation, evidence of the impact, and more importantly, the critical conditions in terms of institutional capabilities required to successfully implement these policy instruments. The event was attended by over 120 participants from academia, government counterparts, and financial institutions, as well as the private sector.

In addition, the team participated in MITI's ASEAN high-level dialog on Industry 4.0 as well as represented the Bank to deliver the keynote speech on **Globalization and Industry 4.0** at the PNB Corporate Summit and organized the session on Digital Entrepreneurship in the RMK12 kick-off conference.

**Supporting GoM during COVID-19 crisis.** The team delivered analytical policy notes that served as just-in-time notes with a view to provide real-time inputs into the Government’s crisis-related policy responses in the short and medium term. The inputs were provided through the macro inputs into the Economic Action Council, and through discussions with key counterparts in Ministry of Economy, Ministry of Finance, Ministry of Industry and International Trade, and MEDAC. In addition, the team engaged with relevant agencies such as MDEC, SME Corp, and MPC.

Discussions are also underway to partner with stakeholders on implementing real-time surveys for the private sector with a view to provide inputs into policymaking. In addition to WB webinars, the team engaged actively in external webinars organized by external think tanks like REFSA and a joint WB-MDEC seminar to discuss issues on firm support in times of COVID-19 and the role of digitization and E-commerce during the crisis and post recovery phase.

**IN FOCUS**

**South-South Knowledge Exchange between Lao PDR and Malaysia on Leveraging Public-Private Dialog to facilitate Business Regulatory Reforms**



**The Challenge:** Lao PDR is looking to reform its business environment. The South-South exchange between Malaysia and Lao PDR was held with the objective to sensitize policymakers in Lao PDR on the importance of private sector participation and close collaboration with the public sector to facilitate the implementation of business regulatory reforms.

**The Solution:** On October 10 and 11, 2019, World Bank Group and MPI jointly organized a high-level workshop – knowledge exchange between the Government of Malaysia (GoM) and the government of Lao PDR. The main objective of this workshop was for Malaysia to share its experience on reforming Doing Business-based Indicators and moving towards effective business regulatory reform, focusing on creating the institutional mechanisms necessary to identify, implement, and monitor business regulatory reforms. The workshop was

co-chaired by the Minister of Planning and Investment, Lao PDR, Dr. Souphanh Keomixay, and Nicola Pontara, WB Country Manager, Lao PDR.

**The Results:** Lessons learned from the workshop are expected to support the Lao PDR government in the implementation of the Prime Minister’s Order no. 2 aimed at significantly improving the Lao PDR business environment. More than 60 participants from government agencies participated in the event. The event triggered a lot of interest and good discussions. It demonstrated that peer learning is very powerful and creates the best platform for knowledge sharing among reformers. In particular, it offered high-level government officials from Lao PDR the opportunity to learn from Malaysia’s experience and the learnings will support them in putting in place an appropriate institutional arrangement and reform strategy to ensure successful reforms.



## THEME 3

# Enhancing Public Sector Management

### SUB-THEMES

- Public Sector Performance
- Planning, Monitoring, and Evaluation
- Accountability and Transparency

### Overview

The World Bank Governance Global Practice (GGP) supports client countries to build capable, efficient, open, inclusive, and accountable institutions. The ability of governments to effectively provide public services, support an environment that generates jobs and growth, address market failures, and engage citizens is more important than ever given the COVID-19 pandemic. Countries with strong institutions are more resilient, facilitate private sector growth, reduce poverty, deliver high-quality services, and earn the confidence of citizens. Emerging lessons from the immediate response point to the need to adapt models of government operations, service delivery, and interactions with citizens, which include several GovTech options. At the same time, it is important for the government to also pay close attention to the risk of corruption with the easing on rules, procedures, and other control mechanisms when expediting their responses to the crises.

The Malaysia Governance team has engaged with the counterparts on a wide range of areas under the overarching thematic focus of Enhancing Public Sector Management.

This includes:

1. Strengthening Public Sector Institutions;
2. Enhancing Productivity in The Public Sector;
3. Improving National Development Planning and Budgeting Systems, and
4. Promoting greater Accountability and Transparency in Government Operations.

This engagement has contributed to the following:

- Advisory and analytical work to the Government of Malaysia for designing, implementing, and evaluating policy and institutional reform programs;
- Facilitation and support to Malaysia's efforts to serve as a knowledge broker between developing countries and advanced OECD countries; and
- Built partnerships and exchanging technical knowledge with a wide range of stakeholders consisting of local institutions, academia, think tanks, and local and international experts.

## FY20 Year in Review

(JULY 2019 – JUNE 2020)

The Governance team undertook and contributed to the following key activities and tasks in FY20: (1) Global Report on Anti-Corruption, (2) High-level Engagements and Knowledge Exchange Activities on Public Sector Productivity, (3) Work on Strengthening Public Sector Institutions; (4) Regional Workshops on National Development Planning, (5) Talks on Institutional Reforms and Public Sector Performance; and (6) Assessment of the Government's Public Procurement Systems. In addition to these, several strategic- and operational-level exchanges were held to support the Government's immediate priorities, including those to enhance transparency, accountability, and capacity in the public sector.

**Global Report on Anti-Corruption.** Corruption has a far-reaching impact on economic growth, management of public resources, inequality, and trust in governments around the world. For this reason, the World Bank has drawn on its global network of experts to develop a comprehensive report that examines some of the key policy responses that countries are employing to reduce corruption and to enhance public sector performance. The report gives a candid assessment of the challenges to mitigating corruption risks in some of the most important sectors and functions of government, including public infrastructure, public procurement, and state-owned enterprises (SOEs). It also examines specific policy instruments that are being used to enhance governance more broadly, many of which

leverage increased transparency, citizen engagement, technology, and collaboration. The report gives technical guidance to government officials, civil society organizations, and researchers on how countries can enhance the impact of their existing and future anti-corruption efforts.

**Public Sector Productivity.** A webinar titled '*Public Sector Productivity: Reforms, Drivers and Measurement*' was held on 14 April 2020. Originally planned as a high-level workshop for senior Malaysian government officials, the workshop was turned into a webinar in light of the COVID-19 pandemic. The objective of the webinar was to exchange knowledge and ideas on approaches to measuring and managing public sector productivity. The webinar format allowed the team to open the participation to a wider audience both inside Malaysia and globally. The webinar was well-attended with close to 90 participants. Majority of those who joined the webinar were Malaysian officials, academics, or think tanks, demonstrating the interest on the topic in Malaysia. The seminar attracted participants from other countries. The presentation showed different approaches to measuring productivity at both the macro and micro levels. Presenters touched on measurement challenges but spoke about progress made in using the information, approaching reform and prospects for improvement. They also considered the application of productivity measures to different types of public agencies, e.g. citizen-facing ministries/agencies with large transactional loads such as social security or taxation

## PILLAR 1: SHARING POLICY INNOVATIONS AND DEVELOPMENT EXPERIENCES

Theme 3: Enhancing Public Sector Management

agencies versus large decentralized agencies such as health (hospitals) or education (schools), defence, or foreign affairs.

**Strengthening Public Sector Institutions:** A chapter in the larger study on Malaysia's transition to a high-income and developed economy, that discusses key institutional reforms that are critical for this transition. Greater transparency, enhancing competitiveness in the state-business nexus, increasing accountability and oversight in government functions, and building public sector capacity are important reforms that the country needs to focus on. The chapter has generic and specific recommendations in each of these areas.

**Southeast Asia Planning Community of Practice.** The third technical workshop was held in Bohol, the Philippines from December 10-12, 2019. The workshop continued discussions around the topic Alignment and Coordination between National-Subnational Development Planning. The National Economic and Development Authority (NEDA) Philippines was the country host and Chair of the Steering Committee. Over 50 participants from eight countries attended – Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, the Philippines, Thailand, and Vietnam. The workshop provided a sharper focus on institutional aspects of national/sub-national planning coordination and alignment. This meant looking at the integration of national and local plans as well as the institutional arrangements (e.g. inter-agency coordination, fiscal transfers, decentralization) and functions (e.g. planning-budgeting linkages and monitoring, citizen consultation mechanisms, capacity building in data analytics to complement Monitoring & Evaluation). The workshop involved presentations and technical inputs from World Bank experts, interactive sessions, group discussions, featuring highly relevant case studies and a field visit to the subnational level.

**Policy dialog on Malaysia Development Planning System.** The Bank completed its assessment on Malaysia's National Planning System in early 2019 and after consultations with MEA, presented the assessment at the 12th Malaysia Plan Kick-off Conference in July 2019. The presentation touched on the strengths, limitations, and lessons learned from the national planning system with policy recommendations to adapt to changing times. The Bank subsequently had another round of dialog with Ministry of Economic Affairs in October 2019 to further discuss the policy recommendations from the assessment which could be taken onboard as MEA continues its effort on strengthening the performance of its national planning system.

### Knowledge Exchange Sessions on Public Sector Topics.

**Talk on Institutional Reforms.** The World Bank with the Malaysian Administrative Modernisation and Management Planning Unit (MAMPU) and the National Institute of Public Administration (INTAN), jointly organized a seminar on July 29, 2019 on 'A Resurgent Malaysia: Strengthening State Institutions' where key institutional and economic reform issues were presented by the Bank's Acting Chief Economist to senior government officials in Malaysia.

**Workshop on Public Sector Performance.** In another event, the World Bank in partnership with the Public Service Department (PSD) hosted a learning event on October 2019 that focused on new trends in public sector governance. A number of speakers shared latest work in key areas like public sector governance, economic trends, Gov-tech, open data, and local governance amongst others, with officers from the public service. It was meant to be a capacity building event.

**Public Procurement System Assessment:** A comprehensive procurement system assessment is currently underway by the Bank, in collaboration with the Asian Development Bank (ADB), at the request of the Public Procurement Division, MOF. The assessment will take a broad view of the public procurement system, reflecting on the procurement reform efforts made so far and the remaining challenges, and its conclusions will be based on both qualitative findings and quantitative analysis to support evidence-based recommendations. The study is expected to be completed by early 2021.

### Public-Private Partnership (PPP) in Land Administration: Case Study of e-Tanah.

Malaysia's PPP model emerged in the 1990s as a vital tool for the implementation of critical services, including the restructuring of public service provision modalities along organizational efficiency lines to meet social needs, combat social exclusion, enhance local community development, and develop cost effective critical services. Malaysia's experience as the first developing country to adopt a PPP structure in its land administration is particularly relevant to other in low/middle-income countries and was documented and disseminated through a case study of the e-Tanah system with the help of government officials. E-Tanah is a good example of a sub-national land administration PPP being implemented as a Build-Maintain-Transfer (BMT) concession and has lessons for other countries, many of whom have visited Malaysia in the recent past to learn from its experience.



## IN FOCUS

## Public Sector Productivity



**Context:** The public sector is a large employer, accounting for 25 percent of total employment. Across the world, the general government wage bill averages approximately 12 percent of GDP, and represents roughly a quarter of general government expenditures, though with considerable variation across countries. The need for greater government efficiency gained traction since the 2009 financial crisis, given the large fiscal and employment footprint of the public sector.

In Malaysia, the public sector is not only a large employer but has traditionally played a significant role in the developmental journey of the country. Improving public sector productivity has been part of the policy discourse in Malaysia over the past two decades, but only in recent years has it been more closely linked to the economic reform agenda – i.e. transition to high-income status. The concern with measuring and improving public sector productivity has been linked to the broader policy issue concerning the public sector size and wage bill, and its implications to priorities linked to the achievement of the high-income country aspiration. Malaysia has also been trying to develop a more practical approach to measuring public sector productivity while keeping an eye on the reform drivers. The current pandemic could further intensify discussions around the efficiency and productivity levels of the government sector. To date, rigorous micro-level empirical work in the public administration setting has been limited, as many aspects

of bureaucratic settings are hard to measure, including Public Sector Productivity.

**The Solution:** With improved measurement, public service reform policy can be better designed, with corresponding impacts on the efficiency of government implementation and service delivery. Better measurement will help diagnose the key constraints of government capability and identify contextually specific reforms; and improve the quality of evidence on the effectiveness of reforms. World Bank experience working with countries on public sector reforms, including on reforms on productivity, can shed some useful relevant insights.

**Results-to-Date:** The World Bank has managed to successfully organize a Webinar on Public Sector Productivity in April 2020. The theme of the event was “Reforms, Drivers and Measurement”. International experts from the World Bank and academia with extensive experience shared their work and perspectives on the subject. With over 80 participants mainly Malaysian officials tuning into the webinar, it signaled a positive response from counterparts on the value of international perspectives and lessons learned on public sector productivity. Beyond the workshop, it is envisaged that this work will be developed into a long-term collaboration with the government on both the measurement and reform front.

IN FOCUS

# Knowledge Sharing on Public Sector and Institution Topics



Talk on Strengthening State Institutions by Andrew Mason



Participants of the 2-day workshop on "Enhancing Public Sector Performance"

**Feedback from participants:**

*"New approaches... add value and strengthen service delivery to better align Government's policy with its intended outcome".*

**Participant from Ministry of Human Resources**

*"The session was valuable in providing perspectives to reinvigorate public sector performance by benchmarking it with global best practices..."*

**Participant from Ministry of Energy, Science, Technology and Climate Change, MESTECC**

*"I suggest... such courses to be continued to provide public service officials with an understanding of relationships between public service efficiency and economic growth..."*

**Participant from MESTECC**

*"I bring this unique learning points... back to my organization. I devise strategies to improve teamwork and communication..."*

**Participant from Ministry of Women, Family and Community Development**

**Context:** Building on the momentum of the Malaysia Economic Monitor, government counterparts expressed interest for further engagement on public sector performance and institutions.

**The Solution:** Two events were organized. The first was an executive talk on **"Resurgent Malaysia: Strengthening State Institutions"** by the World Bank Acting Chief Economist, jointly organized with MAMPU and INTAN, attended by 100 senior-mid level officials from various ministries.

For the second event, a 2-day workshop on **"Enhancing Public Sector Performance"** was held in collaboration

with the Public Services Department. The workshop focused on issues and trends in governance and public sector performance. It was attended by 20 high-potential, mid-senior level government officials from various ministries.

**Results-to-Date:** These workshops enhanced their understanding of the challenges and learnings on governance and public sector performance.

## IN FOCUS

## Global Report on Anti-Corruption



**Context:** Corruption has a far-reaching impact on economic growth, management of public resources, and inequality around the world. Corruption not only undermines credibility and trust in governments but impacts the development of economic, social, and human capital, which is fundamental to long-term progress. The impact on the poor is disproportionate, thereby exacerbating poverty and inequality. While the COVID-19 pandemic has made it important for government to respond to unplanned needs in health care, social security, and economic stimulus with speed, the situation also presents enormous opportunities for corruption to flourish.

**The Solution:** The World Bank has drawn on its global network of experts to develop a report that is intended as a reference guide to practitioners and civil society organizations working to shape their country's approach to anti-corruption. An effective anti-corruption strategy will always require a multi-pronged approach, combining sector-specific interventions with measures to improve the overall governance environment. The report is divided into two parts. The first drills down into selected sectors and functions that are prone to corrupt activity and that have a high economic impact on development. In the second part, we examine some of the policy practices, tools, and institutions that are proving to be effective in preventing and detecting

corruption. Beyond these two categories, the report highlights successes in expanding transparency, citizen engagement, technological adoption, and stakeholder collaboration, which are critical across all sectors. Each thematic area in a separate chapter that starts with an overarching chapeau that highlights key issues in the sector or instrument, supported by case studies.

**Results-to-Date:** The report is to be published in late June 2020, and it will be disseminated globally over the months that follow. Launch events and technical workshops are anticipated in the second half of 2020, as travel guidelines may allow.

The report aims to inspire new innovations and experiences in the fight against corruption, as well as highlight where further work is needed to sharpen the application of traditional anti-corruption tools. What emerges from the cases is that multiple factors contribute to the impact of anti-corruption efforts, including political leadership, institutional capacity, technology, transparency, and collaboration. Enhanced collaboration with stakeholders within and outside of government is a critical success factor in overall government effectiveness. The report offers an entry point for technical discussions on how to sharpen anti-corruption efforts in Malaysia and around the world.



## THEME 4

# Human Capital Development

### SUB-THEMES

- Social Protection and Jobs
- Education

### Overview

The objective of the World Bank's engagement in human capital development has focused on boosting social protection and jobs outcomes, and on strengthening the quality of science and math education. The Hub's work in this area is led by the World Bank's Social Protection and Jobs Global Practice and Education Global Practice in close collaboration with internal and external partners.

Since the formation of today's Malaysia in 1963, the country has experienced massive economic change, a significant rise in living standards, and the eradication of extreme poverty. During this journey, Malaysia placed great emphasis on improving its human capital by investing heavily in its education and social protection systems. Yet while Malaysia's transformation from low-income to upper-middle income was successful, the transition to high-income county status has proven more elusive.

Given the close linkages between strong human capital outcomes and economic competitiveness and innovation, the Hub took a decision in 2017 to incorporate work on social protection and jobs into its work program. This step was augmented in 2019 by another Hub decision to bring in a work stream focused on the education system – with an emphasis on the quality of science and math outcomes.

# FY20 Year in Review

(JULY 2019 – JUNE 2020)

## Social Protection and Jobs



Regarding the original emphasis on social protection and jobs, the main activities for FY20 included the launch and dissemination of a flagship study on women's access to economic opportunities, and female labor force participation in particular. Female labor force participation in Malaysia has increased significantly in recent years, but remains low relative to other countries in the region. The analyses conducted in this area aimed to provide insight on the challenges faced by women with respect to entering and staying in the labor market, both from a practical and a legal perspective. The potential increase in the female labor force will be key for Malaysia in the transition from middle-income to high-income developed nation status.

Relevant launch and dissemination activities led to significantly increased awareness that the promotion of economic opportunities for women is one of the most promising avenues for Malaysia's future development. This is evidenced by various speeches on the topic by the former Deputy Prime Minister, the Minister of Finance, the Minister of Human Resources, and others (all directly citing the World

Bank research). In addition, the launch event for the Bank report drew a diverse audience of about 300 attendees, many of them high-level, and resulted in more than 20 local and international media citations, and requests for briefings by Members of Parliament and other top decision makers, for TV, radio, and newspaper interviews, and for follow-up dissemination events inside and outside of Malaysia (e.g., at INSEAD and ISEAS in Singapore).

Work was also completed on a **quantitative analysis of Malaysia's labor structural transformation** and on **three case studies to understand select key social protection and jobs policies** that have impacted this transformation. The case studies drew on both existing research and new analysis, and leveraged relationships with Malaysian policymakers, researchers, and other stakeholders.

The first case study discussed the **Returning Expert Program**, a program implemented by TalentCorp that targets high-skilled Malaysians abroad and provides them with tax incentives to return. The second case study

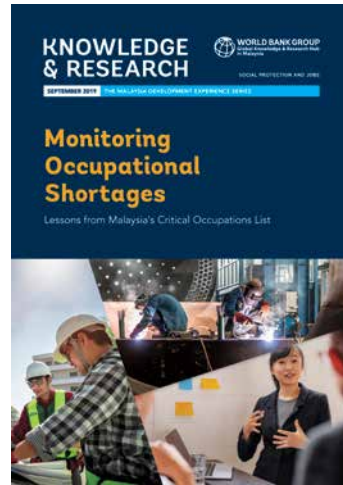
**PILLAR 1: SHARING POLICY INNOVATIONS AND DEVELOPMENT EXPERIENCES**

Theme 4: Human Capital Development

analyzed **management practices in Malaysia**. Based on a survey conducted for the Human Resource Development Fund, it benchmarked the quality of management practices in Malaysia against comparator countries, investigated the drivers of management practices, and drew actionable policy implications to improve firm-level productivity growth. The third case study addressed the need to **expand old-age income protection to informal workers**, given the rise of the “gig” economy. It was published together with the Employees’ Provident Fund and argued that Malaysia faces a dual agenda of deepening financial protection for those already contributing to retirement savings schemes while expanding coverage to reach informal workers that are currently outside the pension savings net.

In addition, a **workshop on social old-age protection was jointly organized with the Social Wellbeing Research Center at the University of Malaya**. The workshop was attended by representatives of all relevant ministries and agencies and featured presentations on international trends in pension design, the situation in Malaysia, and options for reform. It thus served as a forum to discuss the options for reform and to move towards a consensus for the way forward.

Further **knowledge sharing and capacity building centered on the Critical Occupations List**, an innovative tool for the analysis of labor market shortages that has attracted widespread attention in countries that are grappling with skills imbalances on the labor market. The List was at the center of various knowledge-sharing events, including a high-visibility event for the launch of a case study describing its main features, an international workshop on using labor market information for addressing skills imbalances, a dedicated workshop with industry representatives, and a series of presentations at the World Bank’s headquarters in Washington, D.C.



Cover of the World Bank Report “Monitoring Occupational Shortages – Lessons from Malaysia’s Critical Occupations List”

Other engagements included various interviews with domestic and international media, and presentations at a Senior Officials Meeting of the APEC Human Resource Development Working Group, and the conference launching the preparation of the 12th Malaysia Plan, and at events hosted by the Ministry of Human Resources, the Higher Education Leadership Academy, the Pacific Basin Economic Council, the Institute for Strategic and International Studies, and various other agencies and institutions. Since January 2020, there was a significant realignment of activities and products to place a greater focus on the COVID-19 crisis, including through just-in-time support to various counterparts and the beginning of work on a series of notes that will provide an evidence-based analysis of challenges and policy responses for using social protection and jobs programs during the COVID-19 pandemic.



Regional workshop on using labor market information for addressing skills imbalances in South-East Asia, held on September 12, 2019.

## Education



For Malaysia to transition to a high-income economy, improvements need to be made in the quality of education. The government is strongly committed to transforming Malaysia's education system and has further committed to strengthening the national education system as a reform priority. Improving learning outcomes of students, particularly focusing on math and science education, and equipping them with 21st-Century skills is essential for Malaysia to be on par with high-income countries.

To help design effective education reforms, policymakers need to be informed based on evidence. The objective of the collaboration between the Ministry of Education (MOE) and the World Bank Group was to build the Ministry's capacity to analyze international and national assessment data and use the results for evidence-based policy reforms to strengthen science and math education to meet human capital demand in the Industrial Revolution (IR) 4.0 age. Several activities were organized to achieve this objective.

First, a **series of hands-on training sessions on analysis of student assessment data** were delivered. In December 2019, over 20 MOE officials participated in a week-long face-to-face training program on the theory of educational assessment and psychometrics, followed by practical exercises on data analysis. As the COVID-19 pandemic

**To help design effective education reforms, policymakers need to be informed based on evidence.**

restricted face-to-face training options, the next two training programs on analysis of the Programme for International Student Assessment (PISA) and Trends in International Mathematics and Science Study (TIMSS) were delivered via online in April and May 2020. The successful completion of online training demonstrated a high potential of alternative modality for training in the coming years.

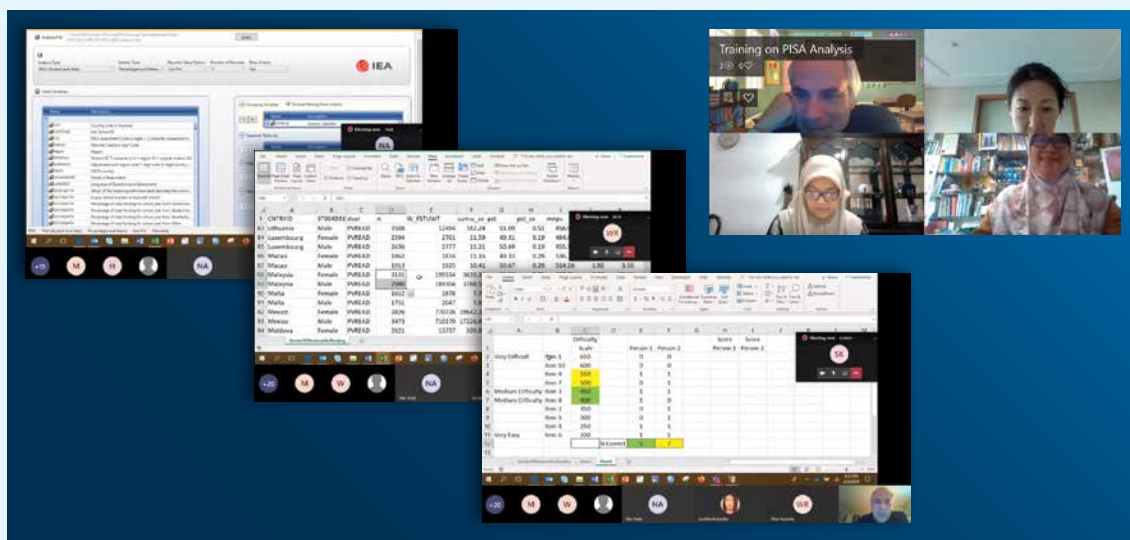
Second, the MOE's assessment teams used the skills acquired through the training to analyze international assessment data. The PISA team wrote a PISA 2018 Country Report. The TIMSS team also used TIMSS 2015 data to apply the skills to prepare themselves for analyzing the TIMSS 2019 when the results become available later this year.

**BOX 2**

## Online Training Can be an Effective Capacity Building Tool

More than ever before, remote learning modalities are seen as promising alternatives to face-to-face training. There are challenges such as access to online platforms, lack of high-quality learning materials, and trained teachers to deliver them. However, when necessary conditions are in place, remote learning can be as effective, or could possibly be even more effective.

Partly because the World Bank instructor lives in the East Coast of the United States, we could only organize online sessions for a few hours in the morning in Kuala Lumpur time. So, a one-week face-to-face training was reprogrammed to six two-hour online sessions every other day, with two to three pre-recorded videos between the online sessions over two weeks. Participants were asked to watch the videos prior to the online session and encouraged to ask questions during training. About 25 participants joined the training program. Overall, the training was very effective. Participants were able to go back to videos and recorded online sessions as needed. Our experience and knowledge on the training modules and modality can be shared with other countries.



Third, the WBG team thoroughly reviewed education reforms in recent years to identify factors associated with student learning outcomes. A review of the progress of the Malaysia Education Blueprint 2013-2025 revealed several successes, including narrowing gaps in student learning outcomes by geographical location and socioeconomic status of students, strengthening English language achievements, and increasing preschool enrollments. However, the review also found critical areas that need urgent attention for improvement, as reflected in stagnating results in the international assessments. Main reform areas could include enhancement of the assessment system, continuous professional development of teachers, particularly skills for boosting students' higher order thinking skills, and decentralization of some decision-making power to the school level.

Fourth, the WBG team supported the development of online classroom assessment modules for teachers. Not only international and national large-scale assessments, but also classroom assessment which can provide insight into students' understanding of the curriculum as it is being taught, and the results typically have a direct and immediate impact on classroom practice. Classroom assessments can be powerful tools for teachers to get immediate feedback on students' progress and to provide guidance to students, though the value of these assessments is limited to only those teachers in those classrooms (and depends on the assessment being done well). The WBG team built up on the modules that the MOE had started and may continue supporting this activity in the next fiscal year.



## IN FOCUS

## Breaking Barriers – Toward Better Economic Opportunities for Women in Malaysia



**The Challenge:** As birth rates in Malaysia have been dwindling and life expectancy has been increasing, the share of the working-age population is expected to start shrinking in 2020. That demographic change has made it imperative to move to a growth model that relies more on the efficient use of land, labor, and capital. Malaysia has the third-lowest female labor force participation rate in ASEAN. At the same time, Malaysia also has a reversed gender gap in school enrolment at all levels and in educational attainment. In this context, increasing the number of women able to access productive jobs has been a core development objective in its own right, but also holds the promise for Malaysia's continued economic growth. Macroeconomic simulations imply that closing gaps between men's and women's economic opportunities could boost Malaysia's income per capita by 26.2 percent—an average annual income gain of about US\$2,230 for each Malaysian.

**The Solution:** The World Bank's analytical and advisory engagement on women's economic opportunities in Malaysia has centered around the report "**Breaking Barriers – Toward Better Economic Opportunities for Women in Malaysia.**" This report investigated constraints on improving women's economic opportunities, developed actionable policy recommendations, and was the basis for a comprehensive outreach and engagement strategy. It combined quantitative, qualitative, and legal research, and was undertaken jointly with researchers from local and international universities. Close outreach and engagement with government counterparts during all stages of the preparation and dissemination of the report was critical, as was engagement with a

broader set of stakeholders such as non-governmental organizations, civil society organizations, the private sector, and the judiciary.

**Results-to-Date:** Creating better economic opportunities for women is now front and center of Malaysia's development efforts. It was one of the main themes of the Budget Speech 2020. The speech made explicit reference to the World Bank study on the topic and referenced a number of crucial policy recommendations made in the study, including increased investments in child care (i.e., an additional allocation of about US\$7 million), the introduction of an incentive to encourage female labor force participation (i.e., through the Women@Work initiative which provides about US\$120 per month for two years for women returning to work, and a corresponding hiring incentive for employers of up to US\$70 per month for two years) and enhanced efforts to revise the Employment Act to increase maternity leave from 60 days to 90 days, introducing new provisions on discrimination based on gender, and improved protection against sexual harassment. Following the Budget Speech, the government has moved quickly to implement these initiatives. In particular, revised versions of the Employment Act and other labor laws, as well as new Sexual Harassment Act are expected to be tabled in Parliament soon.

**Instruments:** Empirical analysis, focus group discussions, legal research and analysis, and consultations with relevant government agencies and other stakeholders



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## PILLAR 2

# Learning Together for Global Solutions

## Introduction

**Together with local and international researchers, the Hub carries out original economic research and analytical work including the assessment of investment and business climates across countries around the world.**

The Hub's research work is conducted by two World Bank teams mapped to the Development Economics unit: the Development Economics Research Group (DECRG) and the Development Economics Indicators Group (DECIG).

- DECRG focuses on generating innovative economic and policy research in the areas of economic growth, firm productivity, public services, and poverty reduction.
- DECIG focuses on undertaking primary data collection and research related to the global Doing Business agenda and the World Bank's Enterprise Surveys and the Enabling the Business of Agriculture projects.



# Development Research Group

- Original Research
- Research Community Building

## Overview

Development Research Group envisions the Hub in Malaysia as a regional center of excellence for research on key economic development areas.

Towards this aim, Development Research Group conducts and disseminates research, and undertakes activities to promote a community of researchers in the region. Development Research Group conducts original research, spanning economic growth, risk management, program evaluation, and the implementation of key public services. Becoming a regional research center requires deep and fluid interactions with at least three communities:

- Local experts in government, academia, and the World Bank Global Practices teams at the Hub
- Researchers at the World Bank in Washington, D.C.
- The global research community, with emphasis on institutions in neighboring countries

# FY20 Year in Review

(JULY 2019 – JUNE 2020)



In the year spanning July 2019 to June 2020 (FY20), DECRG-KL **published two articles in academic journals, edited volumes and produced two working papers.** The topics covered in these publications deal with **economic growth and productivity, economic growth and conflict, and policies for development.** The response and academic discussion from these articles and working papers have been promising, with over 30,000 downloads since the inception of the Hub in 2016, and over 6,700 downloads for papers produced in FY20. The papers can guide policymakers in economic reforms to increase productivity and growth, help to shed light on effects of conflict on growth, and the key insights that have emerged from development economics in the past decade.

The **Research & Policy Brief (RPB) series** is DECRG-KL's flagship product that was created to bridge the gap between basic research and policy concerns. Since 2016, the RPB has been very successful with over 74,000 downloads to date. The RPB has become an influential means to disseminate

the applied lessons and policy conclusions obtained from both DECRG-KL's own research and the overall economics and public policy literature, especially in times where urgent response and insights are needed on certain topics.

In FY20, 12 RPBs were produced, with five RPBs focusing on macroeconomic topics and seven RPBs specifically dedicated to the economic impact of COVID-19 and policies for developing economies to deal with the pandemic. Thus, work in the second half of FY20 has been primarily focused on many different aspects of the impact of COVID-19 such as job displacement, governance, and finance. With all 12 RPBs published and disseminated, they have been downloaded over 17,500 times as of mid-May 2020.

All articles, papers, and RPBs are available on: <https://www.worldbank.org/en/country/malaysia/brief/decrg-in-kuala-lumpur>

## PILLAR 2: LEARNING TOGETHER FOR GLOBAL SOLUTIONS

Development Research Group

### Research Community Building

FY20 was an active year for activities directed to research community building in Malaysia and the region. During the year, DECRG-KL organized two workshops on the **Long Term Growth Model (LTGM)** and **Learning and the Future of Work**, and over 30 formal and informal seminars.

In FY20, DECRG-KL organized and hosted **15 seminars, four of which were conducted jointly with the University of Malaya**. The average attendance to the seminars has been 30 people in-person and many more through teleconferencing and webcasting. The seminar series has covered a diverse array of topics, including governance, migration, cost of political reforms, gender and ethnic gaps in the labor market, and trade wars. The formal seminars allow for discussions of topics that are pertinent and timely for development policy debate; presentations on the best research approach methods, and opportunities to provide comments and ideas to the speakers by the members of the audience.

The **“half-baked” seminar** is a platform provided by DECRG-KL to researchers to receive comments, criticisms, and suggestions at the early stages of their research. The typical presenter for this seminar consists of university professors, graduate students, and think tank researchers. The “half-baked” seminars consist of a smaller audience of 20 people on average. In FY20, DECRG-KL hosted 21 “half-baked” seminars. In the last quarter of FY20, the seminars were conducted fully online through teleconferencing and live-streaming, and has been well-received.

In September 2019, two workshops were conducted in Sasana Kijang, the building in which the World Bank office is. First, a two-day training workshop on the **LTGM**, and second, a workshop on **Learning and the Future of Work**,

organized by the Hub in Malaysia, in collaboration with the Korea Development Institute (KDI) School. The workshops attracted more than 110 participants combined.

The LTGM training was conducted by researchers from the Development Research Group of the World Bank: Jorge Guzman, Young Eun Kim, Norman V. Loayza, and Steven Pennings. The LTGM is a World Bank tool for analyzing long-term growth scenarios and has been designed to support policymakers who are working on medium- to long-term country planning. This workshop was delivered to Malaysian officials from the Ministry of Finance, Economic Planning Unit (formerly Ministry of Economic Affairs), Department of Statistics Malaysia, Malaysia Productivity Corporation, and Bank Negara Malaysia.

The one-day workshop, Learning and the Future of Work, included panels of experts from Malaysia, East Asia, and beyond, who discussed on how the lessons from the 2018 and 2019 World Development Reports (WDR) are relevant for their countries, and the challenges in implementing the reports’ policy recommendations. The WDR 2018 stressed the importance of learning in order for education to fulfill its potential, while the WDR 2019 analyzed how jobs and workers will likely change in the coming years and decades. The connection between the two themes is evident: a crucial way to prepare for the jobs of the future is learning and acquiring the relevant skills. The speakers included the co-directors of the WDR 2018, Halsey Rogers and Deon Filmer.

DECRG-KL has engaged in at least 20 presentations discussing a variety of topics such as the future of work, informality and the labor market, open data and its implications, and macroeconomic policy in the time of COVID-19.



IN FOCUS

# Macroeconomic Policy in the Time of COVID-19: A Primer for Developing Countries



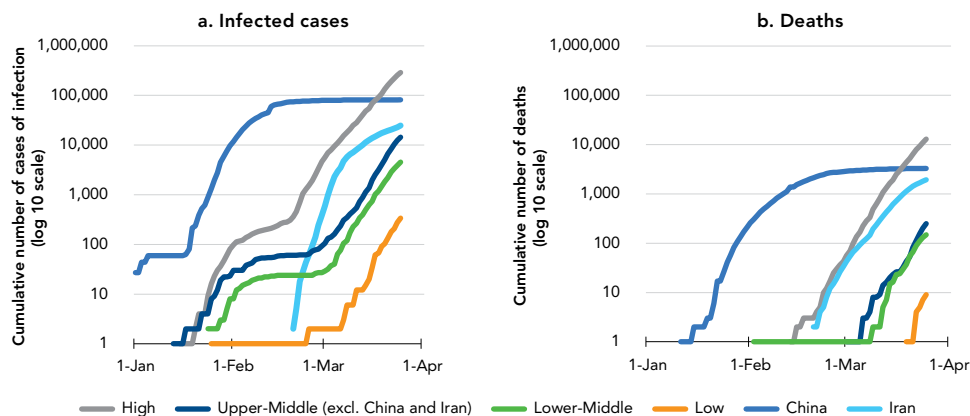
COVID-19 not only represents a worldwide public health crisis but has become an international economic crisis that could surpass the global financial crisis of 2008–09. Right now, containment and mitigation measures are necessary to limit the spread of the virus and save lives. However, they come at a cost, as shutdowns imply reducing economic activity. These human and economic costs are likely to be larger for developing countries, which generally have lower health care capacity, large informal sectors, limited financial markets, less fiscal space, and poorer governance. Policymakers will need to weigh carefully the effectiveness and socioeconomic consequences of containment and mitigation policies, responding to epidemiological evidence on how the virus spreads, and trying to avoid unintended consequences.

## Public Health, Economic, and Humanitarian Crisis

COVID-19 combines two fatal characteristics: it is three to thirty times deadlier than seasonal influenza, based on a crude case fatality rate, and at least ten times more contagious than SARS. At the time of writing, the COVID-19 crisis is only just starting to come to low-income and lower-middle-income countries, with around 340 and 4,550 reported cases, respectively (as of March 25, 2020). Cases are growing rapidly, increasing over tenfold in a week or two (see Figure 1). Fatalities are starting to rise, too.

COVID-19 not only represents a worldwide public health emergency, but has also become an international

**Figure 1. Cumulative number of infected cases and deaths from COVID-19 by country income group**



Source: European Centre for Disease Prevention and Control (2020a) and World Health Organization (2020b) (via Our World in Data by University of Oxford, <https://ourworldindata.org/coronavirus-source-data>, accessed on 25 March 2020).  
Note: The cumulative number of infected cases and deaths are in log 10 scale. The country income groups follow the World Bank classification based on annual gross national income (GNI) per capita: low-income, less than \$1,025; lower-middle-income, between \$1,025 and \$3,995; upper-middle-income, between \$3,995 and \$12,375; and high-income, more than \$12,375.

economic crisis that, in its negative effects, could surpass the global financial crisis of 2008–09. First, the engines of growth in the world economy—China, the United States, Europe—are and will be deeply affected. Goldman Sachs is forecasting a 9 percent contraction in China’s GDP growth in 2020:Q1 and a 6 percent drop in US GDP growth in 2020:Q2, much worse than the -2.2 percent growth recorded in 2008:Q4. Second, through contagion effects, these large economies will affect the rest of the world. Evidence of this can be seen in the sharp drop of commodity prices since mid-February 2020, with oil prices falling to the lowest level for 18 years. Third, most, if not all countries, around the world will be hit by the pandemic. This implies direct costs related to morbidity, health care, and uncertainty. It also implies indirect costs related to containment and mitigation measures, such as reduced labor, production capacity, and productivity.

### **The Costs and Benefits of (In)Action**

If no adequate public health actions are taken to contain the spread of the disease and alleviate its effects, the suffering and loss of human lives could be catastrophic. The associated income losses could be correspondingly large. In addition, by slowing down economic activity, containment and mitigation measures could exacerbate the income losses associated with the pandemic.

In practice mitigation and containment measures are hard to implement. In particular, strict containment or suppression measures (such as lockdowns and movement restrictions) are not feasible for extended or repeated periods of time in overcrowded urban spaces, in communities where trust in government is lacking, in places where incomes are severely reduced, and for people who depend on outside work for subsistence. These conditions are especially prevalent in low- and middle-income countries.

### **Developing Countries May Suffer More from COVID-19**

Developing countries may be harder hit due to the following structural conditions:

- **Public health.** Health care systems in developing countries have low capacity; many people do not have access to essential health care services and are not covered by health insurance. The capacity to

treat COVID-19 patients (that is, specialized hospital services with ventilators to cope with critical cases) is grossly inadequate in many low- and even middle-income countries.

- **Labor markets.** Informality is rampant in developing countries. In low- and middle-income countries, 50 percent to 90 percent of total employment consists of informal labor. Informal workers lack benefits such as unemployment insurance, health insurance, and paid leave. Radical suppression policies (such as lengthy lockdowns) are unlikely to be enforceable in many developing countries, as people would rather work illegally than starve. Moreover, extensive labor informality implies that relief and recovery policies aimed at formal labor (such as increasing unemployment insurance, reducing payroll and income taxes, and extending paid sick leave) have very limited effects.
- **Fiscal space.** Low- and middle-income countries do not have sufficient “fiscal space”: that is, the ability to deploy public funds and resources to counter a large negative shock. In addition, a small tax base and less efficient tax administration mean that income support for the affected and countercyclical fiscal policy are harder to implement in developing than developed countries. In the uncertain times of COVID-19, the “flight to quality” in financial markets may well mean that for some countries, it will be more difficult to borrow to cover their fiscal deficit.
- **Governance.** Most developing countries suffer from corruption, lack of transparency and accountability, low bureaucratic competence, and burdensome regulatory systems. Strict and indiscriminate containment measures are more costly, less effective, and less realistic in developing countries, while their resources and ability for complex relief and recovery measures are limited.

### **In Practice: Macroeconomic Policy in Times of COVID-19**

Macroeconomic policy cannot be restricted to conventional measures. It should work in unison with complementary policies in social protection, urban management, public communication, and financial and goods markets: a whole-of-government approach to face the health emergency posed by COVID-19.



The limited fiscal capacity of developing countries requires pragmatism and prioritization. Depending on countries' income level and fiscal space, governments may resort to an increase in fiscal deficits (preferably using sovereign wealth funds, if available, or borrowing in domestic or external markets); budget-neutral reallocation of expenditures (in case deficit financing is too expensive in current conditions); or reliance on external grants and concessional lending (especially for low-income countries).

### Relief Measures

1. Increase in public health expenditures to increase the capacity of the health care system to treat critically ill patients and to provide free or subsidized medical attention for preventative and curative purposes.
2. Provide direct income support to vulnerable populations through such means as cash transfers, especially when containment measures are in place. This must be done quickly to mitigate any financial strains that households may face.
3. Assist affected production sectors and firms through temporary tax cuts, moratoriums on debt repayments, and temporary credit lines.

### Recovery Measures

The focus of fiscal policy in developing countries should be on avoiding procyclical cuts to public services, especially health services, during the downturn. In part, this is because many developing countries lack fiscal space or sizable multipliers and so fiscal stimulus is less effective. But it is also because recovery from the pandemic depends on maintaining adequate health services: procyclical health service cuts can make the countries more susceptible to later outbreaks.

### International Cooperation

Developing countries are likely to find that at the very time they need to increase their budget allocations for health care and income support, their revenues have decreased because of the recession and international

funding markets have dried up because of increased risk aversion. In this climate, many developing countries will need to borrow from international financial institutions like the International Monetary Fund (IMF) to avoid procyclical cuts to public expenditure.

Unlike a global financial crisis, the COVID-19 pandemic carries unique epidemiological and containment-related cross-country spillovers. First, there are positive externalities across countries to reducing the number of infections through coordinated action, as COVID-19 does not respect borders and second-wave infections are likely. Second, measures to contain the virus—travel bans and quarantine measures—also hurt other countries connected through trade and migration linkages. Coordination and financial support to affected developing countries are needed so that they take account of both the positive and negative externalities of their actions as they tackle the disease.

### Conclusion

The COVID-19 pandemic is a massive simultaneous negative demand and negative supply shock that creates new policy challenges. In the short term, the focus must be on containment and mitigation measures that slow the spread of the virus and on emergency relief measures that prevent a health crisis from creating mass unemployment and bankruptcies. After the spread of the virus has been controlled and containment measures relaxed, attention of macroeconomic policy can turn to more standard demand-side macroeconomic stimulus.

Though necessary, social distancing measures create large economic costs. They are likely to be larger in developing countries due to the lack of market and social insurance, the high degree of informality, and the limited ability of governments to provide assistance.

In the face of an emergency, a common cry is "Desperate times call for desperate measures." The problem with desperate measures is that they are often wrong. Critical times call for well-designed government action and effective public service delivery—preserving, rather than ignoring, the practices for macroeconomic stability and proper governance that serve in good and bad times.

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IN FOCUS

## Long Term Growth Model (LTGM) Training Workshop



**A two-day training workshop on the Long Term Growth Model (LTGM) was delivered to Malaysian officials from the Ministry of Economic Affairs, Ministry of Finance, Department of Statistics Malaysia, Malaysia Productivity Corporation, and Bank Negara Malaysia on September 5-6, 2019. The training was conducted by researchers from the Development Research Group of the World Bank: Jorge Guzman, Young Eun Kim, Norman V. Loayza, and Steven Pennings.**

The Long Term Growth Model (LTGM) is a World Bank tool to analyze long-term growth scenarios building on the celebrated Solow-Swan Growth Model. The Excel-based tool can also be used to assess the implications of growth (and changes in inequality) for poverty rates. The focus of the tool is on simplicity, transparency, and ease-of-use: there are no macros, and the very low data requirements mean the tool can be applied in almost any country. The LTGM is useful for planning/vision documents and country reports, however, it is not designed for short-term forecasting. The building blocks of growth are savings, investment, and productivity, but the model also analyzes human capital, demographics, the external sector (external debt, Foreign Direct

Investment, and Current Account Balance), and labor force participation by gender.

The workshop covered an introduction to the standard version of the LTGM, including both theory and practice, followed by theoretical overviews and hands-on sessions for each of the main extensions to the model: the Public Capital Extension; the Human Capital Extension; and the Total Factor Productivity Extension. Participants used the LTGM extensions to carry out exercises to analyze the future long-run growth in Malaysia under a baseline scenario, and then the effects of various shocks to the baseline.

### Public Capital Extension (LTGM-PC)

The LTGM-PC is an extension of the standard LTGM which separates the total capital stock into public and private portions, and adjusts the public component for quality. The LTGM-PC spreadsheet allows users to analyze the effect of an increase in public or private investment, or the quality of public investment on economic growth. The LTGM-PC spreadsheet is similar to the standard LTGM: transparent (no macros) and easy-to-use, and with all relevant data preloaded for almost all countries. The LTGM-PC also includes a new cardinal Infrastructure Efficiency Index (IEI), which measures the quality of public capital. In the model, public investment generates a larger boost to growth if existing stocks of public capital are low, or if public capital is particularly important in the production function. The LTGM-PC is described in the working paper “Assessing the Effect of Public Capital on Growth: An Extension of the World Bank Long Term Growth Model” by Devadas and Pennings.

### Total Factor Productivity Extension (LTGM-TFP)

The LTGM-TFP is an Excel-based companion to the standard LTGM that helps users assess a country’s potential for improving its TFP growth rate over the next few decades. The LTGM-TFP toolkit combines a country’s scores for innovation, education, market

efficiency, infrastructure, and institutions—which have been shown in the literature to affect TFP growth—into a new “TFP determinant index”. Based on a fixed-effects regression model, the “TFP determinant index” then quantifies the future path for TFP growth in the LTGM-TFP toolkit for each country. That TFP growth path can be fed into the standard LTGM or LTGM-PC spreadsheets to determine paths for GDP growth or poverty reduction.

### Human Capital Extension (LTGM-HC)

An extension, based on the World Bank Human Capital Index, allows for an analysis of the long-run growth effects of improved learning quality and health outcomes. Education quality here is measured using normalized test scores and is embodied in each child when they are in school. The health of the population is approximated in two ways. First, the Adult Survival Rate (ASR) is the fraction of current 15-year-olds who would survive to age 60, assuming that the current age-specific mortality rates apply throughout their lifetime. Second, the stunting rate is measured as the fraction of 5-year-old children who have a height that is more than two standard deviations below the median. The simulations assume that other growth drivers, besides human capital (e.g. investment, productivity), continue at their historical trend rates.



IN FOCUS

## The Fight against Corruption: Taming Tigers and Swatting Flies



Corruption robs the public of precious resources, distorts the incentives to engage in productive activities, destroys confidence in public institutions, and spurs political instability. It disproportionately harms the poor and vulnerable. In turn, corruption is the result of perverse incentives, concentration of power, and lack of accountability. Countries are not condemned to suffer from corruption. They can break the vicious cycle with a comprehensive approach that tackles country-specific governance gaps. This approach should include streamlining rules and regulations; building a meritocratic and well-paid civil service; promoting transparency in public employment, procurement, and services; enabling citizen voice and government accountability; and enforcing anti-corruption laws and penalties.

### Introduction

Transparency International defines corruption as “the abuse of entrusted power for private gain.” Consensus exists that corruption undermines development and progress by diverting precious resources away from the provision of public goods and services, distorting the incentives for people and firms to engage in productive activities, destroying confidence in government and public institutions, and engenders political instability and civil strife. Corruption is the cause and the result of heavy regulations, poor governance, and weak institutions, coalescing into one of the worst vicious cycles confronting developing countries.

Corruption is pervasive around the world but is particularly prevalent in poorer countries and less developed regions (Figure 1). There is, however, considerable dispersion across countries with similar levels of economic development (measured by GDP per capita) and within the same geographic region. This dispersion gives a hint of hope, suggesting that countries are not condemned to being corrupt by the sheer fact that they are poor. Reforms to combat corruption can be effective, even in less developed countries

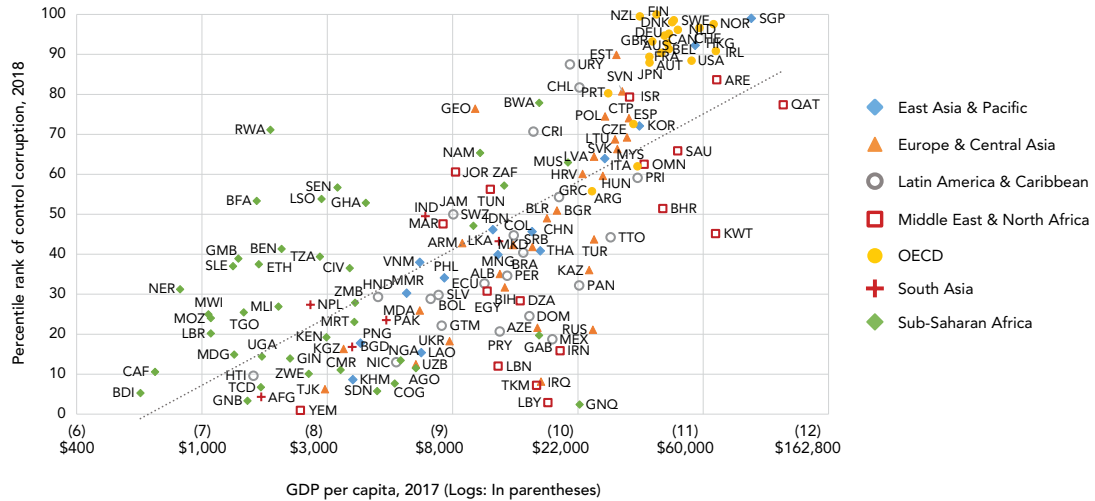
Understanding what motivates corruption, how it pervades public institutions, and what its consequences are for development can guide policies to fight corruption.

### The consequences of corruption

Corruption decreases economic growth, engenders inequality and poverty, and impairs the provision of public goods and services. The notion that corruption “greases the wheels” of the economy is misguided: although corruption may enable a particular public service or bureaucratic requirement, it distorts the economy as a whole, creates a burden on firms that are asked to pay bribes, and may be the reason behind deficient services and red tape in the first place.

Corruption has a negative and sizable impact on economic growth. First, it creates an environment for firms and entrepreneurs that distorts the incentives for competition, innovation, and allocation of resources: profits are made by evading taxes and tariffs, obtaining preferential access to finance, restricting access to trading licenses, and blocking competition in procurement. Second, it creates an environment that

**Figure 1. While corruption is pervasive around the world, it is particularly prevalent in poorer countries and less developed regions**



**Source:** World Bank (2019a) World Development Indicators and World Bank (2019b) Worldwide Governance Indicators.  
**Note:** Control of corruption reflects perceptions of the extent to which public power is exercised for private gain, including both petty and grand forms of corruption, as well as “capture” of the state by elites and private interests. The estimates are in percentile rank terms. GDP is converted to constant 2011 international dollars using purchasing power parity rates. Data labels use the International Organization for Standardization (ISO) country codes. OECD includes countries that have been high-income members of the Organisation for Economic Co-operation and Development (OECD) for more than 40 years. Developing countries are grouped in geographic region as presented in the legend.

inhibits efficient public investment. Public investment decisions are then driven by opportunistic, rent-seeking motives, rather than the intrinsic value that public projects bring to the economy and society. People and enterprises with enough economic means can pay, however reluctantly, the bribes demanded by public officials to facilitate bureaucratic procedures and to access public services. The poor cannot. The poor and vulnerable are therefore restricted from accessing health, educational, and justice services that in theory are open and free. This harms the poor and vulnerable, thereby exacerbating poverty and inequality.

The estimates of the effect of corruption on economic growth and inequality reported in the research literature vary but can be summarized as follows: a worsening of measured corruption by one standard deviation in a worldwide sample of countries can decrease GDP per capita growth by about one percentage point and increase the Gini coefficient of inequality by 11 percentage points. The effect appears to be worse when other areas of governance are weak, when the political regime is dictatorial rather than democratic, when corruption is entrenched and widespread, and when corruption is chaotic and uncertain.

### Causes of corruption

The “principal-agent” model by Rose-Ackerman (1978)

and Klitgaard (1991) shows that in a democratic society, people are the “principal,” and the government is their “agent.” The agent is supposed to serve the people and work toward achieving their objectives. In reality, however, the agent has its own goals and controls information regarding public processes and resources. This informational asymmetry allows the government to act in its self-interest, possibly to the detriment of people’s welfare.

In the “efficiency wage hypothesis,” by Shapiro and Stiglitz (1984), they state that when remuneration for public officials is too low, they may be more prone to corruption. Another is the “corruption as crime” model by Becker (1968), according to which corruption is driven by similar incentives as other crimes, increasing with the size of the loot and decreasing with the probability of detection and the severity of punishment.

Petty corruption tends to be prevalent when the public bureaucracy suffers from low salaries and lack of meritocracy but can take advantage of onerous regulations and weak enforcement to extract rents. Grand corruption, on the other hand, is not driven by low salaries or lack of meritocracy. The drivers of grand corruption can be found in the lack of transparency and accountability over the control of public resources (such as taxes, natural resource rents, state-owned firms, regulations, and public contracts) and in an environment

of concentration of power and inoperative checks and balances, resulting in the worst cases in state capture.

**Reforms to fight corruption**

- Streamline rules and regulations. A straightforward and predictable regulatory and legal environment can not only promote efficiency and productivity but can also reduce the room for discretionary and arbitrary decision-making and exercise of power.
- Build a meritocratic and well-paid civil service. Making the compensation of public officials competitive and promoting meritocracy in the ranks of the public administration can increase the incentives for honest and dedicated work.
- Promote transparency in public employment, procurement, and services. Transparency in government transactions—including employment, procurement, public works, and services—remains one of the most powerful drivers of good governance and an important deterrent to corruption.
- Enable citizen voice and government accountability. Democratic mechanisms, checks and balances between government powers, and a free press are critical elements to deter, detect, and penalize corruption.

- Enforce anti-corruption laws and penalties. An independent, agile, and unbiased judicial system is necessary to prevent corruption and stop it as soon as it emerges.

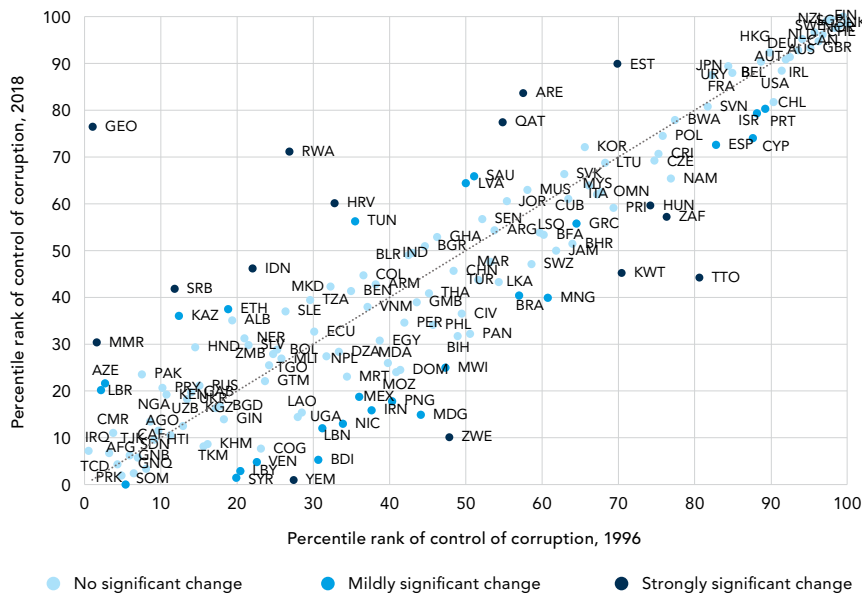
**Conclusion**

Curbing corruption is not only necessary but also possible. In the last two decades, corruption has fallen in some countries around the world thanks to a concerted and explicit effort to prevent it and fight it (see figure 2).

A comprehensive approach that considers country-specific governance gaps is needed to eradicate corruption. This approach should include improvements in regulatory quality, effectiveness of the public administration, voice and accountability, and enforcement of the law.

It is clear that “silver bullets” to fight corruption do not exist and isolated policy reforms are bound to fail. The entire political, institutional, and administrative ecosystem must be conducive to “tame the tigers and swat the flies” of corruption. It is a battle worth fighting, and one on which the prosperity of nations depends.

**Figure 2. Uneven progress in the fight against corruption in the last two decades**



**Source:** World Bank (2019b) Worldwide Governance Indicators.  
**Note:** The 45-degree line indicates no changes in control of corruption between 1996 and 2018. Being above (below) the 45-degree line indicates improvement (worsening) in control of corruption from 1996 to 2018. Statistically, the change is strongly significant when the margins of error of the point estimates for 1996 and 2018 do not overlap, mildly significant when neither point estimates are included in each other’s margin of error, and not significant otherwise. Data labels use the International Organization for Standardization (ISO) country codes.

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# Global Indicators Group

- Doing Business
- Enterprise Surveys

## Overview

The Global Indicators Group in Kuala Lumpur comprises teams from the *Doing Business* and *Enterprise Surveys* projects. These teams collect primary data, create indicators, conduct research and analysis, and organize dissemination activities for their indicators and research notes.

The Global Indicators Group focuses on investigating the characteristics of the business environment that are most conducive to private sector-led growth. The work completed in Malaysia is an integral part of the Global Indicators Group's global comparative studies, with a focus on data collection, benchmarking, and analysis relevant to the EAP region.

# FY20 Year in Review

(JULY 2019 – JUNE 2020)

## Doing Business



The World Bank’s flagship publication achieved a 17-year anniversary milestone with the recent Doing Business 2020 report. This project has encouraged policymakers to sustain a focus on enabling the private sector. In addition to the team in Washington DC, Doing Business (DB) has four staff members in the Hub, which allows for a broader engagement with stakeholders in the EAP region and a deeper engagement with Malaysian counterparts PEMUDAH and MPC.

The **Doing Business 2020 report** was launched regionally, out of the Hub, with the Indonesia, Philippines, Singapore, and Thailand country offices participating by videoconference at the end of October 2019. Over 80 representatives from both the public and private sectors participated in the event. With DB team members located here in the Hub, this allowed policymakers a deeper understanding of the methodology underlying the newest DB topic on public procurement along with other existing topics.

As a follow-up to these launch events, workshops with government stakeholders allowed for deep-dive sessions, where policymakers learned more about the regulatory best practices in place by the best-performing economies across the different topics. This exchange between policymakers and the World Bank set the framework for continued regulatory reform work. Reforms which streamline regulatory requirements and processes for entrepreneurs can enable private sector growth and remove obstacles to doing business in Malaysia.

In addition to the flagship report, the **Paying Taxes 2020 report** was launched in November 2019. The report is a unique study from PwC and the World Bank, which investigates and compares tax systems and regimes across 190 economies worldwide, using a medium-sized domestic case study company. The report also looks at the technological developments changing the way companies meet their tax compliance obligations and how tax authorities monitor and enforce those obligations.



IN FOCUS

## Digital Business Indicators



A Consultative Workshop on a new set of Digital Business Indicators was held in Kuala Lumpur in August 2019 with public and private sector stakeholders. The workshop consisted of 3 sessions: 1) Overview and Findings of the Digital Business Indicators Initiative, 2) Data Privacy and Security, and 3) Digital Enablers. Panelists included representatives from Grab, Lazada, Facebook, Shearn Delamore & Co., MDEC, Stripe, and Bank Negara.

The Digital Business Indicators is a joint initiative between the Global Indicators Group of the Development Economics Vice Presidency, the Digital Development Global Practice, and the Macroeconomics, Trade, and Investment Global Practice, with inputs from other World Bank teams and practices. Launched in 2017, the initiative aims to advocate a research agenda that will develop the best regulatory and policy practices for governments seeking to promote the digital economy, particularly from the lens of doing business.

Digital Business Indicators measure the laws, regulations, and bureaucratic processes that affect digital businesses in 21 pilot countries, including Malaysia. Five topics are covered: broadband connectivity, data privacy and security, logistics, digital payments, and digital market regulations. The study finds there is a growing division in the global digital economy between the countries in

which digital platform businesses were born and are marching globally, and the countries that are passively using products and services offered by foreign digital companies. China and United States are the key players in the first group, whereas other developing countries and even some developed countries in Europe fall into the second group.

Countries begin to diverge in achieving digitalization. They tend to embark on two different trajectories. Many high-income European countries are leaning toward the inward course of action by setting various barriers to foreign digital platform businesses. Most developing countries seem to be following the outward model by enhancing connectivity and integration with foreign digital giants. They are investing heavily in digital infrastructure and catching up on human capital investment so that domestic firms and individuals can leverage the existing digital giants to better participate in the global digital economy.

Key regulatory issues such as competition and taxation need to be further studied for future indicator development.

<https://www.worldbank.org/en/research/brief/digital-business-indicators>

IN FOCUS

## Does Corruption Hurt Financially Constrained Firms More?



### Introduction

Corruption imposes significant monetary costs on private firms. These costs include the direct transfer of money (the bribe paid) and the indirect costs incurred through the devotion of resources to rent-seeking activities. Firm-level survey data for 109 countries collected by the World Bank's Enterprise Surveys shows that about 20 percent of the firms report bribe payments to public officials to "get things done". For these firms, the median bribe paid is substantial, equaling 2.8 percent of the firms' annual sales.

The loss of funds related to corruption is likely to be more burdensome for firms that do not have enough internal funds or find it difficult to borrow externally. In short, financial constraints can magnify the harmful effects of corruption on firm performance. The interplay between corruption and access to finance has not been explored in the literature. The literature is almost exclusively focused on the overall effects of corruption. The dominant view here is that corruption is detrimental

to the private sector and therefore it "sands the wheels" of the economy. The alternative view is that corruption can have positive effects by catalyzing an otherwise slow and unresponsive bureaucracy. This is the "grease the wheels" view of corruption.

Another important gap in the literature is the impact of corruption on job creation or employment growth. Studies estimate the impact of corruption on sales growth rates, macroeconomic growth, productivity and investment, foreign investment, innovation, and the quality of education and income equality. The present study attempts to fill the gaps in the literature mentioned above. It does so by testing how the corruption-finance nexus affects the growth of employment of private firms.

### Data Description – Profile of Firms

The main data source we use is firm-level survey data collected by the World Bank's Enterprise Surveys (ES). The ES are nationally representative surveys of the private economy; however the ES do exclude some

key sectors such as agriculture, extractives, and financial services. A common sampling methodology – stratified random sampling – is followed in all the surveys along with a core questionnaire. For this study, our sample consists of 41,203 firms.

In one question, the ES asked firms the amount of bribes firms like itself typically pay to public officials to “get things done”. This constitutes our measure of overall corruption. Information is also available on bribes paid in soliciting the following services: obtaining an electricity connection, obtaining a water connection, obtaining a construction permit, obtaining an import license, obtaining an operating license, and inspections or meetings with tax officials. Based on this information, the ES compiles two separate measures of petty corruption: a Yes/No if a firm experienced a bribe payment or request in one or more of the six transactions listed above; and the proportion of the six transactions for which the firm experienced a bribe payment or request. The paper uses all the three corruption measures defined above. The financial constraints measure we use is based on whether the firms applied for a loan during the last year; for firms that applied, whether the loan application was rejected, still pending, approved partially, or approved in full; and for firms that did not apply, the main reason for not doing so. Using this information, we define a firm as financially unconstrained if it either did not apply for a loan because there was no need to do so

(has enough internal funds) or if it applied for a loan and the loan amount was approved in full. The remaining firms are classified as financially constrained. To avoid endogeneity concerns, we use the average value of the corruption and financial constraints variables, where the average is taken over all other (than the firm in question) firms in the same country-industry cell.

### Conclusion

Our results show that when firms face financial constraints above a critical level, corruption is associated with a significantly lower employment growth rate. In contrast, when firms face fewer financial constraints, corruption is associated with a significantly higher level of employment growth rate. Thus, depending on firms’ financial constraints, corruption “sands the wheels” for some firms and at the same time “greases the wheels” for others. Based on our most conservative baseline results, for a one standard deviation increase in overall corruption, the decline in the annual growth rate of employment is 2.3 percentage points more for the most financially constrained firms than for the least financially constrained firms. The mean level of employment growth in our sample is about 5.1 percent. As one might expect, the interplay between corruption and finance is found to be more prominent in countries with weaker rule of law, allowing public officials to favor those who can pay the bribe. Our empirical results confirm this expectation.

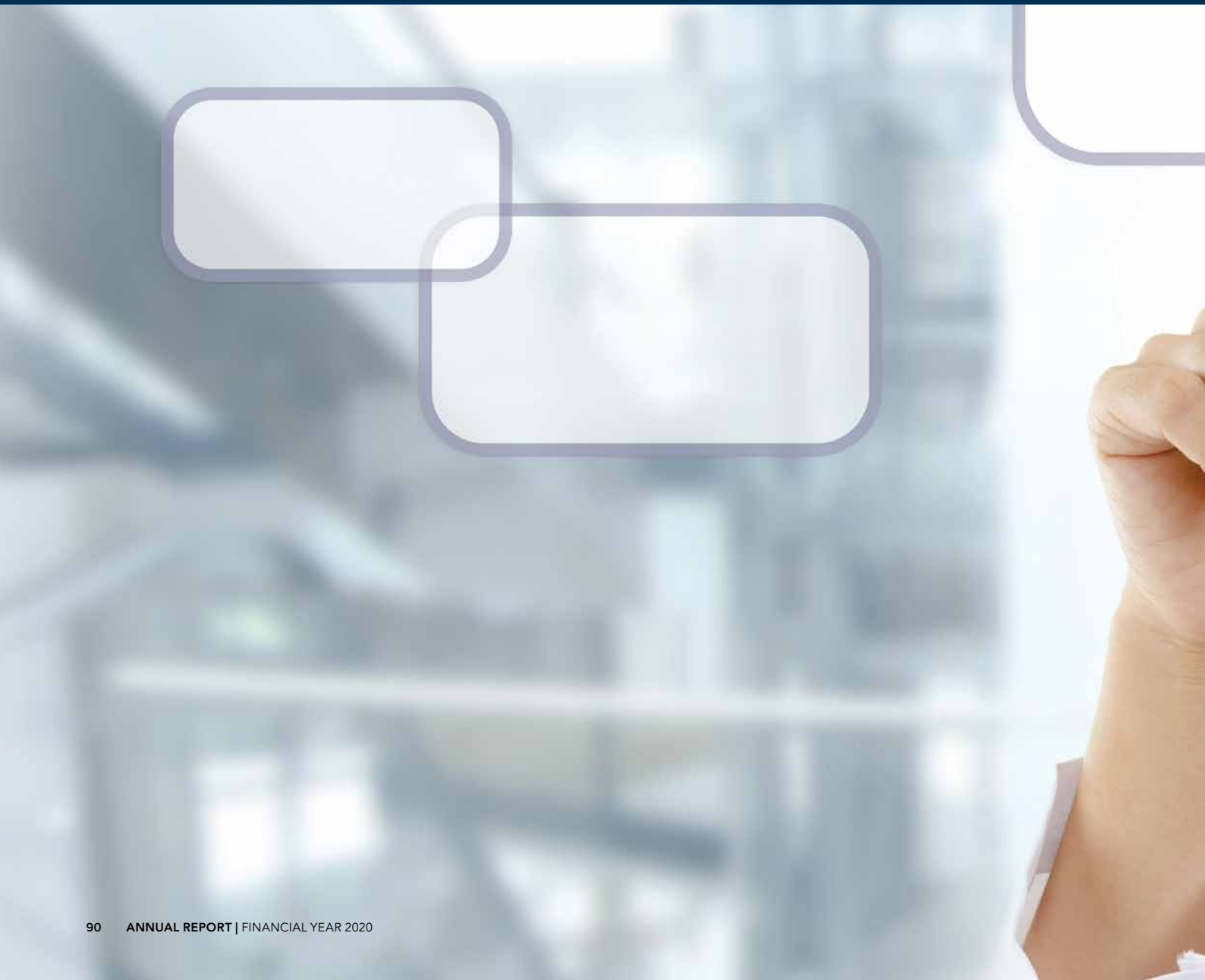
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This article will be submitted to the World Bank Working Paper Series and to an academic journal.

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# OSA 2.0: Moving Forward



## Introduction

The World Bank Group (WBG) and the Government of Malaysia agreed in December 2019 to extend the operation of the WBG's Hub in Kuala Lumpur for an additional five-year period from FY21-25. In its start-up phase from 2016-2020, the Hub, named the 'Global Knowledge and Research Hub', focused on disseminating Malaysia's development experiences and policy innovations for the benefit of other countries; conducting original economic research; and sharing global experience and expertise in support of Malaysia's development priorities. In terms of thematic areas, the Hub concentrated its knowledge and research work on topics related to the Equitable Growth, Finance and Institutions (EFI) and Human Development (HD) clusters with a heavy emphasis on financial services development.

As part of the consultation process over the next phase of the WBG's work in Malaysia, both sides agreed to several changes related to the name, focus, and operation of the Hub including the preparation of an upgraded results framework. In terms of the Hub's 'brand name', the Malaysian Government proposed changing it to better reflect the overarching content of its thematic areas; and an agreement was reached to rename it:

**'The World Bank Group Inclusive Growth and Sustainable Finance Hub in Malaysia'** – effective July 1, 2020.

This new name reflects the development ambitions of Malaysia to achieve inclusive growth, greater shared prosperity, and developed nation status; and to retain its global leadership role in the area of sustainable finance.



## Hub's Evolution from OSA 1.0 to OSA 2.0



As to the focus and operation of the WBG Hub going forward, the following agreements were also reached:

- (i) While the WBG Hub would maintain a balance between its global-oriented work and its more inwardly reform-focused efforts, there would be a shift in emphasis towards the latter area during the Hub's second phase of operation;
- (ii) The Hub would continue to focus on EFI- and HD-related topics with an expansion into the education sector;
- (iii) The Hub's research team would continue its efforts to help nurture a more vibrant community of economic researchers in Malaysia and Asia;
- (iv) The Hub would adopt a harmonized set of thematic areas for the work conducted by both its knowledge and research teams – as represented by the WBG Global Practices and the Development Economics Research Group.

The agreed harmonized set of thematic areas are as follows:

- **Supporting Inclusive Growth:** This thematic area will consist of knowledge and research work related to growth and inclusion, private sector competitiveness, and human capital development.
- **Promoting Sustainable and Islamic Finance:** Within this broad thematic area, the Hub's knowledge and research work will focus on: sustainable finance for climate action, resilient and inclusive financial sector, and Islamic finance for sustainable development.
- **Strengthening Governance:** This thematic area will comprise knowledge and research work focused on strengthening public sector institutions, enhancing public sector productivity and strengthening public finance and transparency.

With these changes, the Malaysian Government and the WBG agreed that a new and upgraded Results Framework was required for the second phase. The overall Results Framework is presented as a 'chain diagram', showing the linkages between key modalities (MO), intermediate outcomes (IO), and end outcomes (EO).

The four key modalities in the Results Framework are:

- **Research Generation (M1):** Delivering high-quality research on topics with global relevance through research papers, journal articles, policy briefs, and reports in addition to building a community of researchers through seminars, courses, and conferences.
- **Knowledge Sharing (M2):** Disseminating Malaysia's development experiences and policy innovations with other countries and sharing global experience and expertise in support of Malaysia's development priorities.
- **Capacity Building (M3):** Strengthening the policy, analytical, and research capacity of institutions and individuals through targeted training sessions, seminars, workshops, study tours, and conferences.
- **Policy Reform (M4):** Supporting policy analysis and dialog with key stakeholders to influence decision-making around policy reforms.

The Hub's five-year work program will be reviewed annually and evolve over time in close consultation with the Government of Malaysia. It will focus on the Hub's work program activities funded by OSA 2.0, the Bank's budget (BB), and various trust-funds, and exclude the Reimbursable Advisory Program (RAS) program, as it is largely demand-driven and may change from year to year.

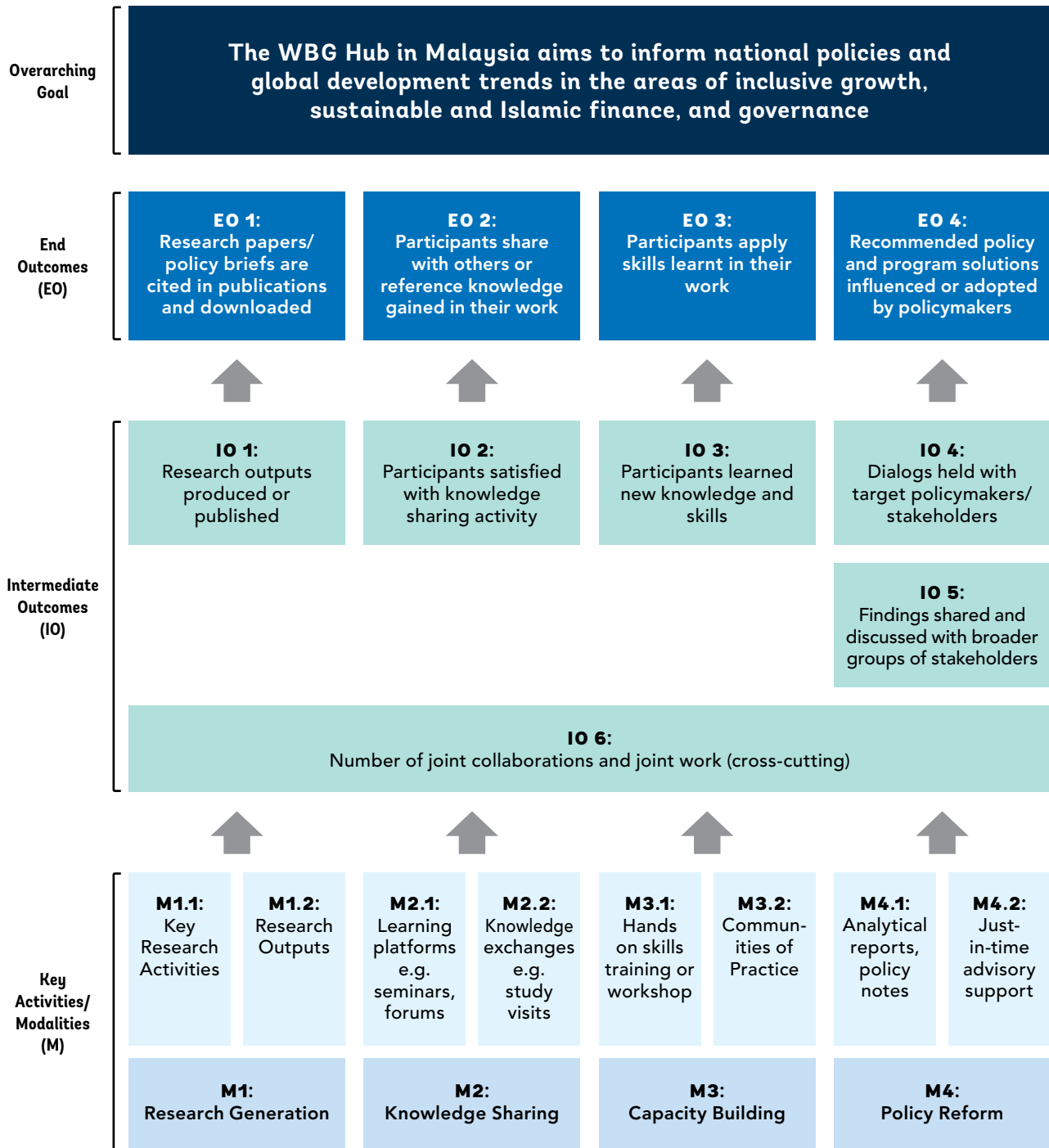
As the new Results Framework is intended to be a 'living document', it will be reviewed and adjusted during the life of next five-year period. As indicated above, it includes a set of end and intermediate outcomes that will be measured and tracked during implementation. The proposed indicators are both quantitative and qualitative with baselines and indicative targets. Monitoring the Results Framework – as presented in Part IV – will entail yearly collection of data and information on how effectively programs and activities are performing.

The Annual Meeting process with the Malaysian Government will also help modify program objectives and targets to accommodate changing circumstances. The monitoring arrangement of the Results Framework specifies clear units of measurement for each indicator, baseline, and targets as well as methodology for data collection, reporting and analyzing data on those indicators under each thematic area. The results framework is provided in Appendix 2.1 based on a shared understanding on what, when, and how the indicators will be monitored.



# Hub's Goals in OSA 2.0

## Overall Results Framework for the World Bank Group Inclusive Growth and Sustainable Finance Hub in Malaysia





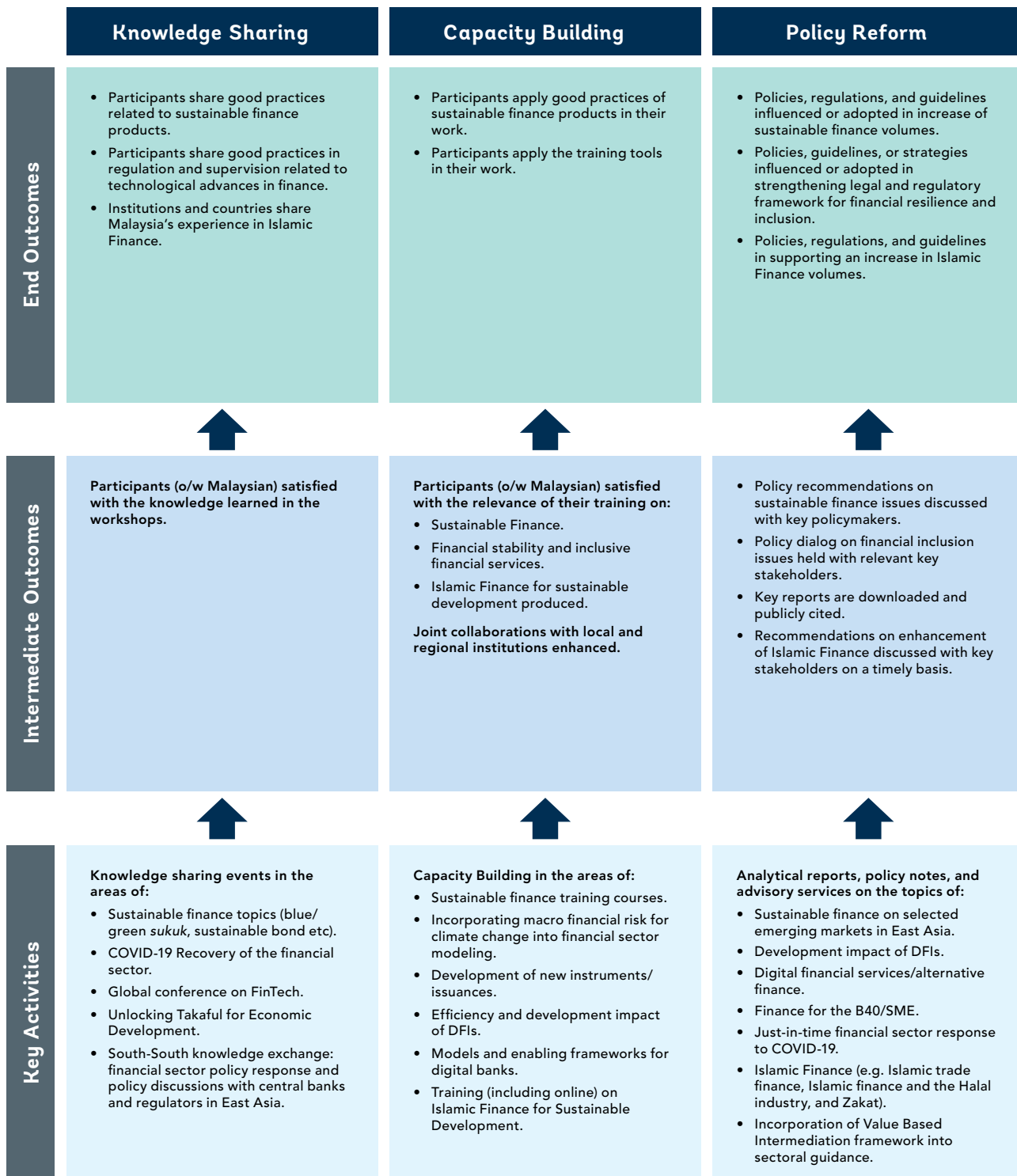
## Theme 1 - Supporting Inclusive Growth

**Development Objective:** The WBG Hub teams aim to support Malaysia's shared prosperity agenda and provide impactful development lessons for countries seeking to make similar development journeys through innovative work on inclusive growth, private sector competitiveness, and human capital development.



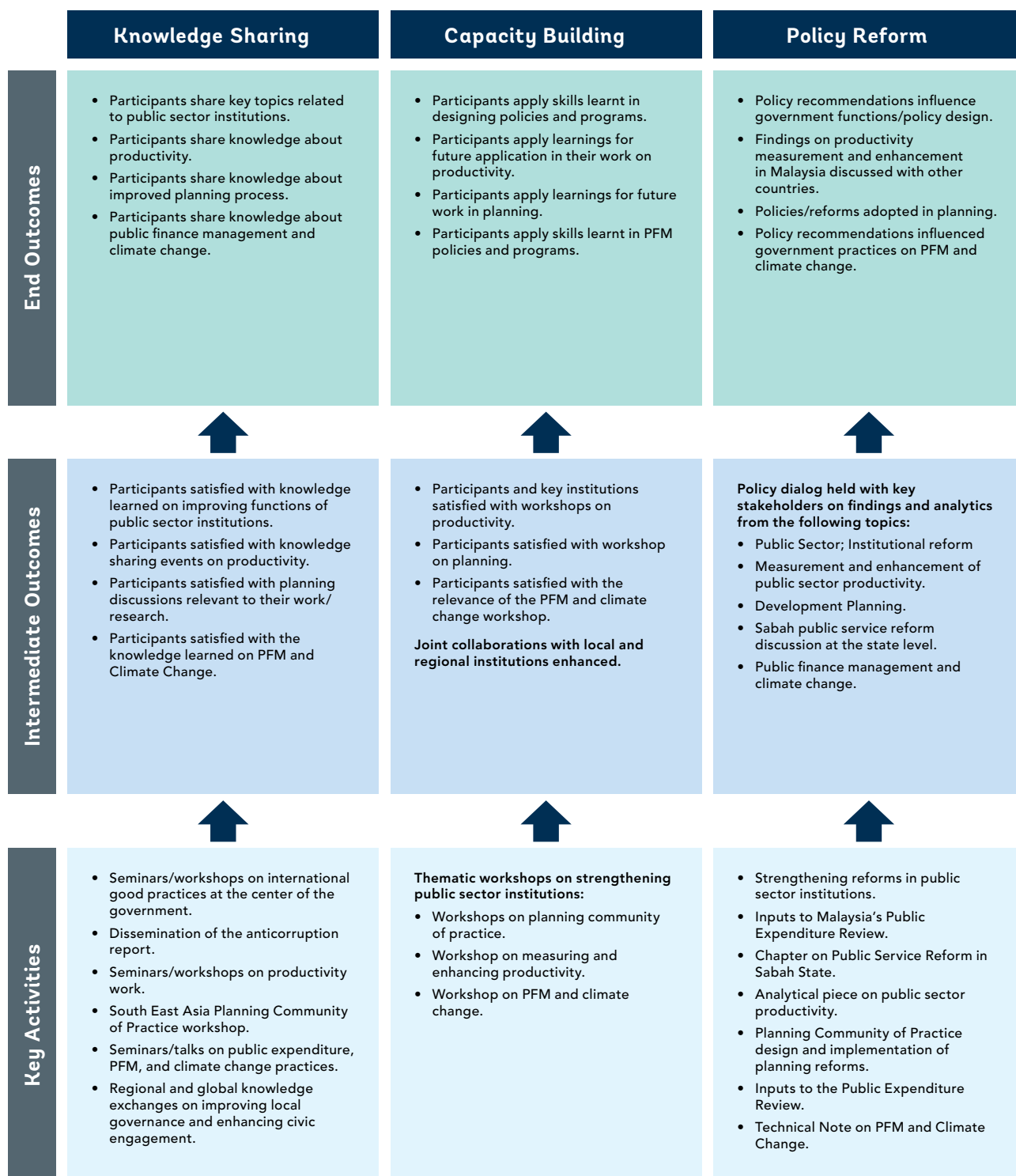
## Theme 2 - Promoting Sustainable and Islamic Finance

**Development Objective:** The WBG Hub teams aim to catalyze a greater adoption of sustainable finance to tackle climate change in Malaysia and other countries, by developing innovative tools and solutions; to strengthen financial inclusion and resilience outcomes; and to leverage Islamic finance to promote sustainable development.



## Theme 3 - Strengthening Governance

**Development Objective:** The WBG Hub teams aim to enhance governance outcomes in Malaysia and other countries through its cutting-edge work on productivity in the public sector, planning, and public financial management and transparency in government institutions and operations.





# Global Research

## Introduction

The goal for the World Bank's research group in Malaysia is to become a center of intellectual leadership on economic development of regional and global significance. It has three main mandates: to produce original research on development economics, to contribute to policy analysis and dialog around the world, and to promote a community of researchers in Malaysia, neighboring countries, and Asia in general. Under OSA 2.0, the research group in Malaysia will be integrated with the chief economist unit of the East Asia and Pacific region (EAPCE).

## How We are Evolving for Greater Impact

An important objective of the research group in Malaysia under OSA 2.0 is to expand its reach beyond Malaysia to include neighboring countries (including low-income countries such as Cambodia, Lao PDR, and Myanmar), other countries in Asia, and other regions in the developing world (especially to the extent that the issues being studied at the Hub are pertinent for a wide array of countries in Africa, the Middle East, and Latin America). To strengthen these links, an effort will be made to create a South-South network of think tanks, research centers, and universities to collaborate on research projects, participate in dissemination activities, and generally learn from each other. This global reach will benefit Malaysian researchers as well. The research group at the Hub will look for opportunities to embark on joint projects with university academics and researchers in government, especially Bank Negara Malaysia (BNM).

DECRG-KL plans to continue the research fellowship program with BNM, through which the Central Bank seconded its staff to work as members of the research group in Malaysia. The research fellows can facilitate the collaboration between the Hub and the community of researchers in the country. The Hub also hopes to gain more access to data especially from the Department of Statistics of Malaysia, including granular information from household surveys, populations censuses, and firm surveys and censuses. The successful sharing of the manufacturing census data under OSA 1.0 has sparked several papers, with many interesting results.

The Hub will continue to disseminate original research and to build a community of researchers, through concrete and meaningful activities below:

- **A seminar series.** This would be held periodically (weekly or biweekly), would be thematically diverse, would feature both local and international speakers,

and could be jointly organized with partner institutions (such as the University of Malaya and Bank Negara Malaysia, with which strong ties are already present).

- **A set of international conferences.** This would occur with an annual or biannual frequency, depending on resources. Each conference would focus on a particular topic, chosen according to criteria related to issues of current interest (in EAP and the world), new academic advancements and contributions, and themes of long-run relevance.
- **A program of visiting scholars and training workshops.** This would allow international researchers, mainly from DECRG in HQ, to visit and contribute to the Malaysia Hub. Apart from contributing to the Hub's research program, some visiting scholars could be engaged in training workshops (on technical and methodological topics) directed to local and international researchers.

DECRG-KL's directed research will be determined by the Chief Economist of the East Asia and Pacific region. Directed research is aimed at providing analytical and empirical content to inform policy decisions on pressing development issues for the region and the world. The pandemic crisis is just starting, and it is bound to dominate policy discussions in the next two years, first to mitigate its negative effects, and then to help economies and peoples recover from it. The first EAP Economic Update of 2020 identified six issues for policy consideration particularly dealing with COVID-19: government policies on containment and macroeconomic policies; health care; fiscal and monetary policy; financial credit and regulations; trade; and facilitating international cooperation. Thus, the directed research is likely to gravitate around these issues and policy areas.





## THEME 1

# Supporting Inclusive Growth

### SUB-THEMES

1. Growth and Inclusion
2. Private Sector Development
3. Human Capital Development

### Development Objective

Malaysia will likely transition to high-income country status during the life of OSA 2.0. The extent to which growth is sustainable and inclusive will be a key focus of Government policies. The COVID-19 pandemic poses a new challenge to economic policymaking, raising questions about the resilience of Malaysia's economy and the nature of growth in the post-pandemic era.

The Inclusive Growth pillar will consist of knowledge and research work related to growth and inclusion, private sector competitiveness, and human capital development.

The Hub teams aim to support Malaysia's shared prosperity agenda and provide impactful development lessons for countries seeking to make similar development journeys through innovative work on inclusive growth, private sector competitiveness, and human capital development.

SUB-THEME 1

# Growth and Inclusion



The Growth and Inclusion sub-theme will provide analytical and advisory support in areas such as monitoring of macroeconomic trends; analyzing the drivers of growth, productivity and the distribution of the proceeds of growth; prudent fiscal and debt management; and the adoption of appropriate trade, investment, digital, and competition policies.

The overall aim of the activities under this sub-theme will be to contribute to the debate, with evidence-based analysis and cross-country experiences, on the challenges and opportunities that Malaysia faces as it seeks to transition into high-income country status, while ensuring that growth is both sustainable and shared. The Hub aims to support Malaysia's policymakers as they make decisions.

## FY21 Priority Activities

The **Malaysia Economic Monitor** will continue to be a core focus of the Hub's engagement in Malaysia, published twice per year and presenting an integrated picture of economic and structural policy issues. Special topics will continue to be identified in a collaborative manner, with elements from the high-income transition report providing one set of source material. The MEM will also be an important tool to support high-frequency monitoring and analysis of the impact of the COVID-19 pandemic on Malaysia's economy.

The flagship report on **Malaysia's ambition to become a high-income and developed economy** is also expected to be launched in early FY21. This is provisionally planned to

take place as part of a conference on policies for advanced middle-income countries that the Hub is organizing.

Work on **Modernizing Malaysia's Investment Eco-system** is expected to continue in FY21 with the completion of the joint World Bank-BNM study, and the provision of capacity building and implementation support to the reform agenda. A new focus of the work program is likely to include more targeted advisory support to investment promotion agencies in lagging states. Similarly, work on **Boosting Competition in Malaysian Markets** will also continue in FY21 with the completion of the Product-Market-Regulations Assessment and continued advisory and capacity building support to competition regulatory agencies. The subnational economy policy engagement will see the completion of the proposed **Sabah Growth and Development Study**. There is also the possibility of extending the work program to include an additional subnational economic development study in an additional state.

Ongoing policy support is expected to continue in support of both the **Economic Recovery Plan (ERP)** as well as the **12th Malaysia Plan**. This will include continued just-in-time advice, guidance, and knowledge-sharing on economic policy issues in the context of the COVID-19 pandemic. It will also feature support to the government in expanding the use of real-time and high-frequency data and strengthening government's capacity to analyze such data to help monitor the impacts of the ERP on households and firms. The Hub will also provide continued support to the **APEC Finance Ministers' Process** as well as further on-demand support on **macroeconomic modelling** to both MOF and EPU.

A major new flagship to be commenced in FY21 will be a new **Public Finance Review** for Malaysia. This will be the first public expenditure review in over a decade, and will aim to provide MOF and related agencies with a mix of both just-in-time and extended analytical support on key topics related to revenue and expenditure policy—

including the redistributive impact of fiscal policy—as well as debt management. This task will likely evolve in light of the COVID-19 pandemic, with greater emphasis on building shock-resilience in the fiscal framework, including options for expenditure re-alignment, revenue intensification, and debt sustainability in the context of the pandemic.

**BOX 3**

**Modernizing Malaysia’s Investment Eco-System**



The joint World Bank-BNM study on Modernizing Malaysia’s Investment Framework has provided a new model for the type of partnership arrangement that the establishment of the Hub in Malaysia provides for. The work program has involved a combined team of staff drawn from BNM’s Economics Department working alongside staff of the World Bank, based in Kuala Lumpur as well as other offices. The work program has included a series of missions, intense policy dialog, and a series of training activities for national and sub-national investment promotion agencies. The final report is expected to be completed in FY21.

The program included four main workstreams: (i) investment policy, including the development of a new set of National Investment Aspirations to anchor Malaysia’s investment policy framework; (ii) institutional framework, including options for strengthening the governance and functions of investment related agencies; (iii) investment promotion and investor services, including recommendations to established a dedicated FDI promotion agency for Malaysia and to adopt a coordination approach for national-subnational coordination among investment promotion agencies; and (iv) tax incentives policy and administration, including a phase shift towards the use of activity-based incentives and the adoption of an automated incentive approach process based on self-assessment.

**4 key areas of reform to improve overall investment ecosystem**

KEY AREAS OF REFORM		RECOMMENDATIONS
<b>A</b>	<p><b>Investment Policy</b></p> <ul style="list-style-type: none"> <li>• Specific and measurable strategic national objectives to anchor all investment policies, strategies, and promotions</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt <b>National Investment Aspirations (NIAs)</b> as the anchor for Malaysia’s new investment policy framework</li> </ul>
<b>B</b>	<p><b>Institutional Framework</b></p> <ul style="list-style-type: none"> <li>• Coordinated and effective national institutional arrangements to drive strategic directions and implementation of investment policies</li> </ul>	<ul style="list-style-type: none"> <li>• Set up the <b>National Investment Council</b>, and clarify the governance and functions of investment-related agencies</li> </ul>
<b>C</b>	<p><b>Investment Promotion and Investor Services</b></p> <ul style="list-style-type: none"> <li>• Cohesive national investment promotion framework with an enhanced national lead agency</li> <li>• Effective provision of investor services across investment lifecycle</li> </ul>	<ul style="list-style-type: none"> <li>• Create a dedicated <b>National FDI promotion agency</b></li> <li>• Adopt <b>Team Malaysia</b> approach for national-subnational coordination framework, focused roles and non-overlapping mandates across IPAs</li> </ul>
<b>D</b>	<p><b>Tax Incentive Policy and Administration</b></p> <ul style="list-style-type: none"> <li>• Targeted incentives system to stimulate desirable activities</li> <li>• Transparent and predictable incentives administration</li> </ul>	<ul style="list-style-type: none"> <li>• Phased shift towards <b>activity-based incentives</b></li> <li>• Adopt an <b>automated incentive approval process</b> based on self-assessment system</li> <li>• <b>Single legislative</b> framework for tax incentives</li> </ul>



SUB-THEME 2

# Private Sector Development



Productivity-driven growth and private sector competitiveness will be the primary drivers for generating jobs, increasing incomes, reducing poverty, and economic growth and development in Malaysia going forward. The transition to a more innovation-based growth model is even more urgent in the current uncertain global context. While the GDP growth rate has proven resilient in recent years, declining oil and gas output, coupled with economic shocks, including the recent COVID-19 pandemic, have dented the growth momentum. In this context, the key challenge facing Malaysian policymakers relates to facilitating and accelerating the transition to this innovation-based growth model.

Against this backdrop, Sub-theme 2 will support Malaysia's **private sector development** agenda through the delivery of high-quality analytics and dialog with key stakeholders to inform policymaking on topics to foster firm-level productivity and competitiveness, innovation, technology adoption, and sectoral and industry specific analysis. These will be complemented with policy analysis and dialog with key stakeholders to provide inputs into future policymaking with a view to help achieve Malaysia's overarching objective

of becoming a knowledge-intensive high-income economy.

In addition, activities will be undertaken to disseminate Malaysia's development experiences and policy innovations with other countries and share global experience and expertise in support of Malaysia's development priorities. Finally, the sub-theme will emphasize capacity building through targeted training sessions, seminars, workshops, peer-to-peer (P2P) study tours, and conferences. Given the current COVID-19 pandemic, there will be a significant emphasis to providing analytics and policy advice on crisis response measures to support the private sector during the crisis and economic recovery phase to set the foundations for longer-term productivity driven growth, resilience, and competitiveness.

The World Bank's work program on private sector development will be delivered through leveraging strong working relations with key stakeholders and counterparts that include the Ministry of International Trade and Industry, Ministry of Finance, the Economic Policy Unit, the Ministry of Entrepreneurship Development and Cooperatives, MDEC, SME Corporation, MPC, and PEMUDAH. In addition,

## OSA 2.0: MOVING FORWARD

### Theme 1: Supporting Inclusive Growth

the World Bank will continue to engage thoroughly and systematically with a broader set of government agencies and institutions, academia, and think tanks. Finally, in all the work delivered under this sub-theme, the analysis will incorporate international best practices and lessons learnt from their global experience.

Building on the successful and impactful delivery of the OSA 1.0 work program on private sector development, the relevant OSA 2.0 work program will be organized around a few guiding themes. Leveraging a comprehensive approach, the work program will include (i) analysis to enable the legal, regulatory, administrative, and institutional barriers affecting business lifecycles, (ii) firm-level analysis that will lend to understanding better the existing firm dynamics in Malaysia with a view towards greater economic transformation and job creation, (iii) analysis to advice on policy support to enable firms and entrepreneurs to innovate, adopt frontier technology, and become more productive, grow, and integrate better into global value chains, and (iv) analysis to ensure well-functioning product markets that leverage latest technologies.

## FY21 Priority Activities

During FY21, the World Bank's work program on private sector development will continue to focus on supporting policy responses for the private sector that would set the foundations for longer-term productivity driven growth, resilience, and competitiveness. This becomes especially important given that the economic impacts of the COVID-19 pandemic on the private sector, industry, and jobs will be large in Malaysia especially for Small and Medium Enterprises (SMEs) that constitute 98.5 percent of total firms and provide jobs for 70 percent of the Malaysian workforce.

The World Bank will produce, discuss, and disseminate a series of policy notes to provide GoM inputs to help identify ways in which to help businesses weather the immediate fallout of the COVID-19 pandemic, accelerate the recovery, and prepare for the longer term. These will build on the existing work done under OSA 1.0, in particular the Policy Note on *"Policy Options to Help the Private Sector Weather the Economic Impacts of the COVID-19 Crisis in Malaysia."* The analysis will aim to use the latest available real-time data available to provide critical and timely response to inform the Government's Economic Recovery Plan. The aim would be to support the analysis and interpretation of existing high-frequency surveys that the government is undertaking as well as complement any gaps in these existing analysis through real sector monitoring via various big data sources.

In doing this, the World Bank will constantly leverage its repository of global crisis responses.

The **flagship analytical activities** in the area of private sector development in FY21 will include:

- **Entrepreneurship Diagnostic:** This analysis will (i) review the entrepreneurship ecosystem of programs designed and implemented and (ii) review and analyze the framework for early-stage financing for innovative startups.
- **Creating new markets through digital platforms:** This analysis will conduct diagnostics on the effects of digital businesses against the four channels: inclusion, efficiency, market distortions, and potential job displacements. This will be key to ensuring Malaysian firms especially SMEs are able to effectively get onto digital platforms and access new markets.
- **Program efficiency review of all SME programs** that was initiated under OSA 1.0 will be delivered in FY21. The aim of this analysis would be to provide insights into the institutional policy design for SME programs and development with a view to inform future policymaking in the area. This analysis is even more important to help realign the Government's SME growth strategies and public spending on these programs with firm needs, strengthen the design and implementation of programs, and improve their efficiency and effectiveness in light of the COVID-19 crisis.

In addition, short notes will be produced to focus on sector-specific policies, regulatory, and innovation policy issues such as Intellectual property rights regime and polices to foster greater adoption of Industry 4.0 in the economy.

**Capacity Building trainings and workshops** on developing and implementing innovation policy instruments. The World Bank global report on innovation policy, namely, *"Instruments to Build Firm Capabilities and Accelerate Technological Catch-Up in Developing Countries"* was launched in Malaysia in February 2020. This guide aims to help policymakers in developing countries to better formulate innovation policies, by providing a description of instruments available for innovation, the evidence of impact, and more importantly, the critical conditions in terms of institutional capabilities to successfully implement these policy instruments. There was interest among key stakeholders in Malaysia to engage further on this agenda. Capacity building workshops will be held in FY21 with key ministries and agencies on discussing these elements discussed in the global guide with a view to customize it



to the Malaysian context. In addition, the results of the survey conducted on public research organizations will be delivered and disseminated in FY21 as well as the results and findings of the forthcoming **Regional Report on Innovation**.

Launch and dissemination of the Report on *“Public-Private Partnerships in Business Regulation Reform – A case study on PEMUDAH”*. The case study documents Malaysia’s experience in facilitating business regulation reforms through PEMUDAH’s effective use of public-private dialog. PEMUDAH’s work has helped reduce the regulatory burden, thereby creating a conducive environment where all businesses can flourish amidst growing complexities. There has been increased demand from client countries to learn from Malaysia’s PEMUDAH experience and this study could provide a roadmap for other countries to learn from PEMUDAH’s experience to implement effective regulatory reform delivery. Due to the COVID-19 pandemic, there was no possibility to have a formal launch and dissemination of the study. In FY21, the aim will be to have workshops

and P2P learning workshops to disseminate and discuss the case study with peer countries as well as to widely disseminate these lessons more broadly in Malaysia to replicate the successes to leverage public-private dialog more effectively in other reform areas.

**Knowledge exchange workshops and P2P learnings** will be conducted to engage with peer countries who are keen to learn from Malaysia’s experience in designing and implementing the SME Masterplan. The study on *“Malaysia’s experience on the SME Masterplan – Lessons Learned”* was launched in February 2020. Countries such as Lao PDR, Vietnam, Myanmar, Cambodia had expressed interest in learning more and engaging in P2P knowledge exchanges with Malaysia which had to be postponed due to the COVID-19 pandemic. These will now be organized in FY21.

SUB-THEME 3

# Human Capital Development



Improvements to the performance of Malaysia’s social protection, jobs, and education system will play an important role in building human capital which in turn is a key enabler of inclusive growth. With rapid technological change, the wealth of nations in general and of upper-middle- and high-income countries in particular has become closely tied to human capital. The OECD defines human capital as “the knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals acquired during their life and used to produce goods, services or ideas in market circumstances,” and higher levels of human capital imply higher levels of productivity, flexibility, and innovation. Markets across the globe, including in Malaysia, are increasingly demanding higher levels of human capital. Consequently, in Malaysia, a greater focus on human capital is needed to build the knowledge, competencies, and skills to enable the economy to achieve high rates of inclusive economic growth in a rapidly evolving context.

Against this backdrop, Sub-theme 3 will support Malaysia’s human capital development agenda through delivery of high-quality analysis of topics with global relevance as well as through policy analysis and dialog with key stakeholders to influence decision-making in Malaysia around key policy reforms. In addition, activities will be undertaken to disseminate Malaysia’s development experiences and policy innovations with other countries and sharing global experience and expertise in support

of Malaysia’s development priorities. Finally, the sub-theme will emphasize capacity building through targeted training sessions, seminars, workshops, study tours, and conferences. Regardless of the modalities, there will be a significant emphasis of activities and products in FY21 and possibly beyond on the COVID-19 pandemic and on the crucial role of crisis-responsive social protection, jobs, and education systems.

## Social Protection and Jobs

Regarding the engagement on social protection and jobs, during OSA2.0 the guiding theme will be that efficient human capital accumulation and deployment requires social protection, skills and jobs policies as critical ingredients to inclusive economic growth. Thus, the World Bank’s work program will have a renewed emphasis on the Bank’s core engagement on jobs, skills and social protection as well as on the development and dissemination of key transformative recommendations. This will be achieved through leveraging strong and long-standing ties with key counterparts (e.g. the Economic Planning Unit, the Ministry of Finance, the Ministry of Human Resources and its Agencies, the Ministry of Women, Family and Community Development, and the Employees Provident Fund, and Bank Negara Malaysia). In addition, the World Bank will continue to engage thoroughly and systematically with a broader set of government

agencies and institutions, academia, and think tanks inside and outside of Malaysia.

Building on the successful and impactful delivery of the OSA 1.0 work program on social protection and jobs, the relevant OSA 2.0 work program will be organized around two guiding themes:

**First, jobs and skills as conduits for better living standards, productivity, and social cohesion.** Jobs are the cornerstone of development but like many other countries, Malaysia struggles to create a sufficient number of good jobs. To address this challenge, the World Bank will prepare, produce, and disseminate a detailed, multisectoral jobs diagnostic and organize a series of applied knowledge-sharing activities including a regional workshop on structural change. In addition, in the face of worrying high youth unemployment rates and renewed interest in technical and vocational education and training, the World Bank's Social Protection and Jobs Global Practice and the Education Global Practice will jointly work on a report on skills for a developed economy. This report will update and extend the report on skills delivered in 2014 by assessing skills gaps inhibiting the transition to a developed economy and offering tested, practical policy solutions.

**Second, social protection as a key ingredient for inclusive and crisis-responsive economic growth.** Malaysia lags behind peers in its social protection system's effectiveness and efficiency. To achieve inclusive growth in light of uncertainty and shocks (such as in particular the COVID-19 pandemic), the equity, opportunity, and resilience of its social protection system will need to improve. To support the achievement of this objective, the World Bank will present a comprehensive analytical study on aging in Malaysia and a series of policy notes on crisis-responsive social protection. Relevant capacity-building activities will include a social safety nets mini core course. This will provide an in-depth understanding of the conceptual and practical issues involved in the development of social safety net programs with a focus on capacity building through hands-on training.

## Education

Ensuring and strengthening the national education system is essential for the economic and societal growth of the nation. Helping Malaysia to achieve high-income country status requires actions from all sectors, including the education sector. Through education, we hope to be able to meet the challenges of a rapidly changing world. This challenge requires constant openness to different perspectives, new thinking, new ways of doing things, and cooperation. The importance of lifelong learning is underlined, and the concept of learning needs to be expanded to include both

knowledge and skills. Developing teaching and learning requires both a consideration of the past and a bold vision for the future. In education, practices, realities, pedagogies, and regulations are intertwined.

The purpose of the Education OSA 2.0 program is to support the Malaysian government to enhance the Malaysian education quality by reviewing and developing the education system, learning from others, and by making progress and practices visible for other countries. This is made by enhancing the selectivity and prioritization of the activities, harmonizing the thematic areas into each other, and focusing on technical support and capacity building.

COVID-19 will strongly affect the countries' economies and their education systems around the world. Because these effects are unpredictable and yet unclear, it is important to be flexible with the planning. The plans need to be easily adjusted as the situations and needs change during the next coming months and even years. Regardless of the future events, countries will need support in terms of providing the education services and developing the system continually. Rejecting development during the crises leads to missed opportunities. Sometimes, the toughest times make the most vulnerable parts of the system visible, and also show the greatest strengths to build on in the future.

The technical, analytical, and advisory support of the OSA 2.0 program will also support the achievement of Malaysia Education Blueprint 2013-2025 initiatives. The goal is to seek opportunities for deeper cooperation with stakeholders regarding the challenges that Malaysia faces to fully realize its human potential. The program aims to support the Malaysian authorities to strengthen the delivery of learning programs, achieve better learning outcomes for the students, strengthen governance, add public sector effectiveness and quality, add public sector productivity, add government transparency and accountability, as well as strengthen the citizen voice.

Preschool, primary, secondary, and tertiary education form an educational continuum. Therefore, it is important to develop each sector in a way which takes into account each sector's unique characteristics, but at the same time helps to build a coherent education system. Some of the initiatives are planned to cover all the levels of education from preschool to tertiary education. The purpose is to highlight the importance of educational continuums, shared goals and development needs. Focus on education will be on three key components: knowledge sharing, capacity building, and supporting the policy reform.

**Knowledge Sharing** is an ongoing component on educational development. There are plenty of international examples and experiences globally in education, that will provide

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### Theme 1: Supporting Inclusive Growth

information and insights on key educational development issues. Seminar series to introduce these experiences will focus on topics selected according to the current needs of the nation and the participants. This knowledge can be transferred into practical measures in workshops, where global evidence combined with assessment data will help to design and implement educational reforms. National networking between states will support capacity building on implementing national reforms, sharing good practices between states, and strengthening cooperation.

When implementing the policy reforms planned, cooperation with stakeholders is important. Seminars for MOE personnel, key officials on national level, state education leaders, and stakeholders will be arranged to share the reforms and action needed, in order to build shared understanding. For the same reason conferences with international participants could be held in the coming years. At the conferences, sharing recent development initiatives and their implementation in Malaysia as well as learning from other countries experiences would be possible. An international conference at the end of the OSA 2.0 program could be arranged to offer possibilities to share successes and discover lessons learned from the development programs over the past years. Knowledge exchange and dissemination sub-conferences on preschool, basic, and tertiary education could be arranged at the same time.

**Capacity building** including various trainings and workshops during the years will support the development of education in Malaysia by adding skills and knowledge of the key personnel at the national level. Trainings and workshops on developing, writing, and implementing an action plan will be provided to help create a development action plan and implement it for preschool education, primary and secondary education, and for tertiary education in order to address the changes and development measures needed. Training on analyzing student assessment data will continue to help participants to add skills on analyzing the data. This work has already started as part of the OSA 1.0 program, and the work will continue also in the coming years.

All the development programs require leadership in order to be realized. Leadership training for MOE high-level technical officials will concentrate on supporting and strengthening leadership, focusing on policy reforms and implementation. Training will also include in-person advice and a study tour. Workshop on international good practices on selected topics will add knowledge of the leaders to help learn from international good practices on selected items. At the end of the upcoming five-year development period, it is important to assess the actions taken. Workshops on development program assessment at the end of the OSA 2.0 program will offer possibilities to discover lessons

learned and provide opportunities to make decisions on how to proceed in the future.

**Supporting the policy reform requires knowledge sharing and capacity building** described earlier, but also reviews, analysis, and evaluation reports offer valuable information and support. Review of skills development in education with special focus on technical and vocational education and training, a joint work with Social protection and jobs sector on updating the Skills-report, will add knowledge on how education sector can support innovation and high-income economy development in Malaysia. Review on basic education curricula and assessment of textbooks on math and science will add knowledge on how curricula and learning materials like textbooks could better support learning. Analysis of specific reform areas of Malaysia's success in tertiary education will form a basis for policy note on successful reforms in tertiary education and evaluation report at the end of the OSA 2.0 program will add knowledge on results and experiences on the development programs and offers suggestions for the future development.

## FY21 Priority Activities

During FY21, the World Bank's work program on human capital development will continue to focus on supporting policy responses that use social protection, jobs, and education programs during the COVID-19 pandemic. At the same time, the work program will not lose sight of the World Bank's longer-term, systematic engagements on improving human capital development for inclusive growth.

### Social protection and jobs

The World Bank will produce, discuss, and disseminate a series of policy notes on crisis-responsive social protection. These notes will provide an evidence-based analysis of challenges and policy responses for using social protection and jobs programs during the COVID-19 pandemic and focus on topics of high demand and importance. Policy notes already under preparation cover issues such as "Mitigating the Impact of COVID-19 on the B40 in Malaysia: Potential Social Protection and Labor Responses," "The Elderly Care Response to COVID-19: A Review of International Measures to Protect the Elderly Living in Residential Facilities and Implications for Malaysia" and "Policy Options to Support Foreign Workers in Malaysia during the COVID-19 Pandemic."

The flagship analytical activity in the area of social protection and jobs in FY21 will be the **delivery and active**

**dissemination of a report on aging.** While still relatively young today, Malaysia will soon be aging rapidly. This raises various policy challenges and economic and social risks – but also offers opportunities. Policymakers in Malaysia have expressed concerns about the impact of a shrinking and aging labor force on economic growth and on the tax base. Equally important, there are fiscal and financial challenges to providing sustainable health, pension, and long-term care systems in the face of rapid aging. Moreover, aging is occurring in a wider context of shifting relationships between the state and its citizens. This will influence policy responses.

While impending demographic changes are important and will become even more so in coming decades, demography is not destiny. Through the right mix of policies, the government can help Malaysia adapt to rapid aging and improve the well-being of Malaysians. Thus, the report will explore how to make it possible to achieve healthy and productive aging. This will require wise political choices, including dealing with fiscal risks. In the labor market, a range of measures will be needed to encourage female labor force participation, ensure that older workers do not retire too early, accommodate older workers in the workplace, and maximize returns from inflows of migrant workers and expats. Pension systems also need reform. Finally, aging is creating a rapidly growing demand for aged care and long-term care that needs government interventions and private sector participation. Innovation is urgently needed in this area as traditional family networks become increasingly stretched, and the regulations of aged care need to adapt to support health and wellbeing during the COVID-19 pandemic.

In light of the ongoing COVID-19 pandemic, content and delivery dates for knowledge sharing and capacity building events will be adjusted flexibly. It is planned that these will include a **workshop on public pension funds in Asia** jointly organized with the World Bank Finance, Competitiveness and Innovation team, as well as a workshop in international labor mobility, in partnership with the Poverty and Equity team. If travel restrictions persist well into FY21, there is an option to replace such face-to-face workshops by remotely delivered technical assistance on topics such as managing migration and social protection during the COVID-19 pandemic.

## Education

FY21 will launch the work program that will be deepened in each coming year. The education sector is specific in that all the actions taken will further build up the level of knowledge and skills. It is important to build trust between people and different stakeholders; hence, offering opportunities for

people to get together to know each other are important. A variety of knowledge-sharing and capacity-building initiatives gives a great opportunity for that.

COVID-19 will affect the education sector heavily, and some of its impacts are still unknown. There will be learning losses because of school closures, and the economic recession will affect the capability to arrange for or provide schooling. Because of the uncertainties, there needs to be flexibility and room for changes in the program when needed. Some of the initiatives described below will last for two years, either due to their nature, or due to COVID-19-related restrictions impacting the ability to carry them through, e.g. movement restrictions such as the recently concluded MCO.

**Knowledge sharing seminar series** with international examples on education will provide information and insights on key educational development issues on selected topics. Six seminars lasting 2-3 hours each will be arranged for MOE personnel and key officials at the national level. Workshops on international good practices in using global evidence and assessment data to design and implement specific reforms will follow the seminar series. Three half-day workshops will provide an opportunity to set goals and develop a concrete action plan to improve the quality of basic education. A conference to share recent development initiatives and their implementation in Malaysia, and to learn from other countries experiences, will be held involving national and international participants.

**Capacity Building trainings and workshops** on developing and writing action plans will be provided to help create a development action plan for preschool education, primary and secondary education, and tertiary education in order to address the changes and development measures needed. Training on analyzing student assessment data will help participants obtain skills regarding the analysis of the data to be used in planning. Leadership training for MOE high-level technical officials will concentrate on supporting and strengthening leadership, focusing on policy reforms and implementation. Training will include 5-day training, in-person advice, and a study tour.

**Supporting the policy reform** includes reviewing basic education curricula and assessment of textbooks on math and science, which will provide insights into how curricula and learning materials like textbooks could better support learning. Analysis of specific reform areas of Malaysia's success in tertiary education will form a basis for policy notes on successful reforms in tertiary education, and a skills-report update regarding the social protection and jobs sectors will add knowledge on how the education sector can support innovation and high-income economic development in Malaysia.



## THEME 2

# Promoting Sustainable and Islamic Finance

### SUB-THEMES

1. Sustainable Finance for Climate Action
2. Resilient and Inclusive Financial Sectors
3. Islamic Finance for Sustainable Development

### Development Objective

Under OSA 2.0, the World Bank will collaborate with key Government counterparts and other financial sector stakeholders to further the goal of a sustainable, inclusive, and resilient Malaysian financial sector. Sustainable finance is an increasingly important tool to support Malaysia's vision of shared prosperity and achievements of its SDG commitments. Efforts to catalyze environmentally and socially beneficial funding, expanding the outreach and quality of financial services, and strengthening the capacity of the financial system to cope with financial stress will span both conventional and Islamic financial instruments.

The WBG Hub teams aims in innovative ways to catalyze in Malaysia and other countries through greater sustainable finance towards urgent climate action; to strengthen financial inclusion and resilience outcomes; and to leverage Islamic finance to promote sustainable development.



## SUB-THEME 1

# Sustainable Finance for Climate Action



Building on the strong collaborative relationships with key stakeholders in Malaysia, the World Bank team aims to support Malaysian and emerging market efforts **to catalyze financial flows to achieve sustainable economic, social, and environmental outcomes**. The World Bank will also collaborate with Malaysia to enhance technical capacity to support ESG outcomes in credit markets and other non-bank financial institutions, including capital markets issuances.

The program will focus on activities such as: 1) capacity building for BNM and other stakeholders to develop and implement policies and guidance on sustainable finance and managing macro financial risk from climate change; 2) developing innovative financial products; 3) knowledge sharing with financial sector stakeholders, including training on sustainable finance; and 4) research on sustainable finance in East Asia.

Several activities have been planned for FY21:

- **Supporting regulators and new instruments:** In the area of providing support to BNM and regulators, this includes contributing to the development of sectoral guidance and implementation of the green taxonomy. It also includes providing technical assistance on the

integration of macrofinancial risk from climate change into financial surveillance activities. The Bank will also work to facilitate the development of new financial and capital market instruments that will serve to broaden the existing market in Malaysia, for example sustainable bond issuances, COVID-19, or issuances for sectors beyond renewable energy and green buildings.

- **Capacity building for the financial industry:** The Bank hopes to deliver programs such as the Green Finance Leadership Program with Tsinghua University, webinar series on Sustainable Finance topics, training to the banking sector via the Asian Institute of Chartered Bankers (AICB), and training to green bond certifiers, recognizing that the mode of delivery may need to be adjusted depending on the impacts of COVID-19 to focus on virtual engagements.
- **Research on sustainable finance:** The bank will review sustainable finance practices in selected emerging markets in East Asia and share knowledge in areas such as sustainable financial flows in bank credit and capital markets, and regulatory responses to managing climate risks in the financial sector.

SUB-THEME 2

## Resilient and Inclusive Financial Sectors



The World Bank will continue to engage in efforts to support a resilient and inclusive financial sector. Activities will focus on two areas: 1) support to enhance financial sector stability, with an emphasis on monitoring financial sector vulnerabilities and enhancing preparedness of the financial sector for adverse shocks and 2) efforts to enhance access to and quality of financial services for the bottom 40 percent of the population (B40).

The activities planned for the next year include:

- **Financial sector resilience:** These activities will include “just-in-time” efforts for regulators and other stakeholders including BNM and PIDM to support financial stability and development of sound financial sector policy measures to monitor and mitigate the impacts of COVID-19. This is projected to include just-in-time support on policy topics related to non-performing loan management, crisis planning, financial stability monitoring, cybersecurity, and the utilization of supervision technology (Suptech) and regulation technology (Regtech). Planned activities will likely evolve depending on the nature and the magnitude of the COVID-19 crisis.
- **Inclusive financial sectors:** These activities will include technical assistance and knowledge engagements in areas such as the digital transformation of financial services, enhancing financing options to SMEs and affordable housing finance, and supporting evolving models for Development Financial Institutions (DFIs) that support additionality and development impact. International benchmarking of Malaysia to other financial sectors and support to the financial sector blueprint will also be provided as requested. In addition, the World Bank will continue its work to support BNM in analyzing issues around competition in the retail banking sector.

## SUB-THEME 3

# Islamic Finance for Sustainable Development



Building on activities and collaborations developed under OSA 2.0, World Bank efforts in the Islamic finance thematic area will leverage Malaysia's position as a **world leader in Islamic finance** (e.g. world's first *Green Sukuk*) to improve understanding of Islamic finance and its linkages to the real sector, to generate awareness, and to build consensus amongst different stakeholders in Islamic finance and collaborate with BNM and other relevant stakeholders to focus on **developing knowledge** to further the **deployment of Islamic financing solutions** to support the SDGs.

Several activities have been preliminarily identified for FY21 and FY22, many of which will be delivered in partnership with BNM, SC, and local financial institutions, IFSB, Islamic Development, INCEIF, and ISRA.

- Knowledge and research activities:** The World Bank will continue to collaborate on production of knowledge products on Islamic Finance. Planned work includes a study on instruments of Islamic trade finance and their potential for supporting trade in developing and emerging markets, and a study on Islamic finance and the development of the halal industry.
- Capacity building and convening with Malaysian and regional stakeholders:** Capacity building initiatives are planned to leverage Malaysia's global leadership role in Islamic Finance, with a greater emphasis on virtual delivery of content should the impacts of COVID-19 hold for a prolonged period of time. Among the topics discussed include workshops on unlocking *takaful* for economic development, maximizing Islamic financing in support of the SDGs, and building capacity among policymakers, regulators, and development professionals to engage with Islamic finance and on Islamic FinTech. The Bank will also facilitate South-South exchanges between countries on key topics in Islamic and sustainable finance, and other topics of interest.



## THEME 3

# Strengthening Governance

### SUB-THEMES

1. Strengthening Public Sector Institutions
2. Enhancing Public Sector Productivity
3. Strengthening Public Finance and Transparency

### Development Objective

The World Bank Governance Global Practice (GGP) supports client countries to build capable, efficient, open, inclusive, and accountable institutions. The ability of governments to effectively provide public services, support an environment that generates jobs and growth, address market failures, and engage citizens is more important than ever given the COVID-19 pandemic. Countries with strong institutions are more resilient, facilitate private sector growth, reduce poverty, deliver high-quality services, and earn the confidence of citizens. Emerging lessons from the immediate response point to the need to adapt models of government operations, service delivery, and interactions with citizens, which include several GovTech options. At the same time, it is important for the government to also pay close attention to the risk of corruption with the easing on rules, procedures, and other control mechanisms when expediting their responses to the crises.

The WBG Hub teams aim to enhance governance outcomes in Malaysia and other countries through its cutting-edge work on productivity in the public sector, planning and public financial management, and transparency in government institutions and operations.

The Malaysia Governance team has engaged with the counterparts on a wide range of areas under the overarching thematic focus of Enhancing Public Sector Management. This includes (1) Strengthening Public Sector Institutions; (2) Enhancing Productivity in The Public Sector; (3) Improving National Development Planning and Budgeting Systems, and (4) Promoting greater Accountability and Transparency in Government Operations. This engagement has contributed to the following:

- Advisory and analytical work to the Government of Malaysia for designing, implementing, and evaluating policy and institutional reform programs;
- Facilitation and support to Malaysia's efforts to serve as a knowledge broker between developing countries and advanced OECD countries; and
- Built partnerships and exchanging technical knowledge with a wide range of stakeholders consisting of local institutions, academia, think tanks, and local and international experts.

**FY21 Moving Forward**

The COVID-19 pandemic has shown the important role of the public administration in ensuring state and business continuity. Public sector institutions will need to be strengthened to enable them to be effective in the current environment. Strengthening public sector institutions will remain a key pillar of the work program in Malaysia FY21 and beyond.

**Knowledge and Learning**

The Malaysia Hub will continue to facilitate knowledge exchanges with countries that are interested to learn from the Malaysian experience. Many of these may be in the form of bilateral exchanges on a specific topic, with foreign officials coming to Malaysia or Malaysian officials going to their country. But the Hub will also leverage partnerships with external bodies such as the Public Expenditure Management Network in Asia (PEMNA) to encourage Malaysia public finance experience to be shared. The Southeast Planning Community of Practice will also see a new approach and format with member countries taking a more active role in organizing its activities.

**SUB-THEME 1**

**Strengthening Public Sector Institutions**



Building on the two pieces of work completed recently, the Malaysia Economic Monitor (MEM) on Re-Energizing The Public Service, and the institutional reform measures outlined in the high-income transition report, the team will further deepen its engagement in this area on strengthening Malaysia's institutions and the political economy of reform. The team will also provide inputs into the government's public reform strategy, some of which involves reforming and strengthening institutions. The work will focus on areas relating to **public financial management; legislative and**

**institutional reform; public service delivery; and human resource development.** The team is also working on similar issues at the sub-national level by looking at public service reform in the state of Sabah, which has some autonomy over its civil service. Transparency and openness remain key issues and are the key theme in the recently concluded global report on anti-corruption. The findings of this report in the specific context of Malaysia and its implications for the anti-corruption reform program will be taken up during FY21.

SUB-THEME 2



With extreme pressures on resources, and rapidly evolving large-scale service delivery needs, the ability of governments and their public administration to respond to governance challenges, especially in the wake of the COVID-19 pandemic, is stretched in unprecedented ways. This calls on governments to pay more attention to the issue of efficiency and public sector productivity. In the context of the program initiated with the April 14 webinar 'Public Sector Productivity: Reforms, Drivers and Measurement', there will be follow-up discussions and dialog with the government towards developing a multi-year programmatic collaboration with the Government of Malaysia.

The program will include but not be limited to:

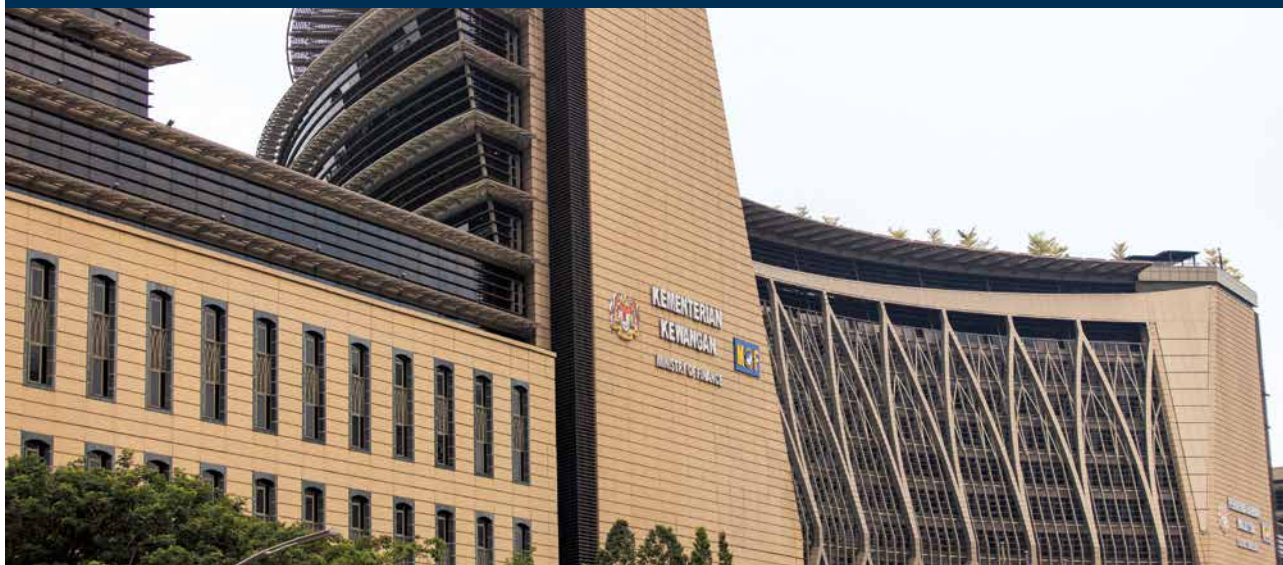
- **Analytical and advisory work on improving public sector productivity:** Refining the methodological basis for measuring productivity and exploring the development of a government-wide productivity index.

- **Capacity building:** A series of seminars and workshops that showcase international as well as Malaysian experience and challenges with measuring productivity; and
- **Developing and supporting the government in implementing both fiscal and non-fiscal** (e.g. human resource management) measures geared towards enhancing productivity.

Ultimately the aim is to document the country's progress with both measuring and managing public sector productivity in a form that can be shared with other countries.

SUB-THEME 3

# Strengthening Public Finance and Transparency



## Inputs into the Public Expenditure Review on Malaysia.

A Public Expenditure Review (PER) is a key diagnostic instrument used to evaluate the effectiveness of public finances. A PER typically analyzes government expenditures over a period of years to assess their consistency with policy priorities, and results achieved. Whether across the whole of government or focusing on a single sector, by examining how public expenditure was allocated and managed, governments are better able to assess not only the impact of their investment, but also the effectiveness of budget

planning and execution. PERs help diagnose spending problems and help countries develop more effective and transparent budget allocations. The World Bank proposes to undertake another PER for the Government of Malaysia in FY21. The timing of the PER is relevant as the diagnostic could help establish a baseline understanding of key fiscal management and policy challenges, highlight priority reform areas for policymakers, and set the agenda for the next phase of budgetary planning.

## Technical Note on Public Finance Management (PFM) and Climate Change

Most if not all development finance in recent years have been shaped by climate change, posing risks to the achievement of core development goals and impacting the vulnerable segments of society. Tackling this requires strong public policies, including policies relating to public finance. At the 2019 Spring Meetings of the World Bank Group and International Monetary Fund, Finance Ministers from more than twenty countries launched a new coalition aimed at driving stronger collective action on climate change and its impacts. The public financing for climate has been even more challenging given the fiscal constraints governments are facing with the current pandemic. Finding fiscal resources to deal with shocks is always challenging, and there are trade-offs to saving for a rainy day. While governments are working hard to contain the pandemic through various measures including fiscal and non-fiscal measures, it would also need to pay attention to the issue of public finance management and climate change. Malaysia's commitment on the sustainable development agenda can be seen from the national medium- and long-term plans it has put in place since towards this effort. The long-term plan: Shared Prosperity Vision 2030, and the medium-term development plan: 12th Malaysia Plan, incorporates efforts towards implementing the 2030 Agenda for Sustainable Development 2030 (SDG). The Bank team proposes to highlight the importance of some of these issues in the context of Malaysia through a technical note on PFM and Climate change.

# Reimbursable Advisory Services

In-depth Analysis and  
Technical Assistance





## Introduction

The World Bank Group (WBG) provides tailored analytical support and technical assistance to Malaysian counterpart institutions through a Reimbursable Advisory Services (RAS) Framework Agreement. This Framework Agreement was recently extended for another 5-year period from November 2019 to November 2024. Under this program managed directly with the Economic Planning Unit (EPU), WBG teams have shared global experience and expertise with Malaysian counterpart institutions and agencies to help address specific policy and institutional challenges.

Over the years, RAS engagements in Malaysia have covered a wide-cross section of economic sectors and

development themes including work on marine transport, Doing Business, agriculture, digital economy, and firm productivity.

While the Hub's OSA-funded work program is largely 'pre-programmed' around an agreed set of thematic areas between the Malaysian Government and the WBG, the RAS program operates in parallel and provides an additional mechanism for responding to new and emerging Malaysian development priorities.



Recently Completed RAS

# Industrial Masterplan



## Context

Malaysia has set its sights on becoming a knowledge-intensive high-income economy that derives more of its future competitiveness and growth from innovation. The Government aims to design and implement a New Industrial Masterplan that aims to chart the direction of industrial development in Malaysia for the period 2021-2031, focusing on looking at fostering growth sectors in view of the global trends. The objective of the proposed advisory services was to provide inputs and analysis that would inform the design of Malaysia's New Industrial Masterplan.

## Solution

World Bank delivered a technical assistance program to the Ministry of International Trade and Industry (MITI), by providing inputs that included:

- (i) **Note on global and regional trends:** The short note documented the global trends in the manufacturing and service sectors, and Malaysia's overall competitiveness position at a regional and global level based on existing surveys.
- (ii) **Future of manufacturing Study:** This study analyzed the changes in the global manufacturing landscape and their impact for development opportunities for Malaysia; emerging trends in technology and globalization and their impacts on Malaysia's industrial sector; and the importance and impact of new technologies, new

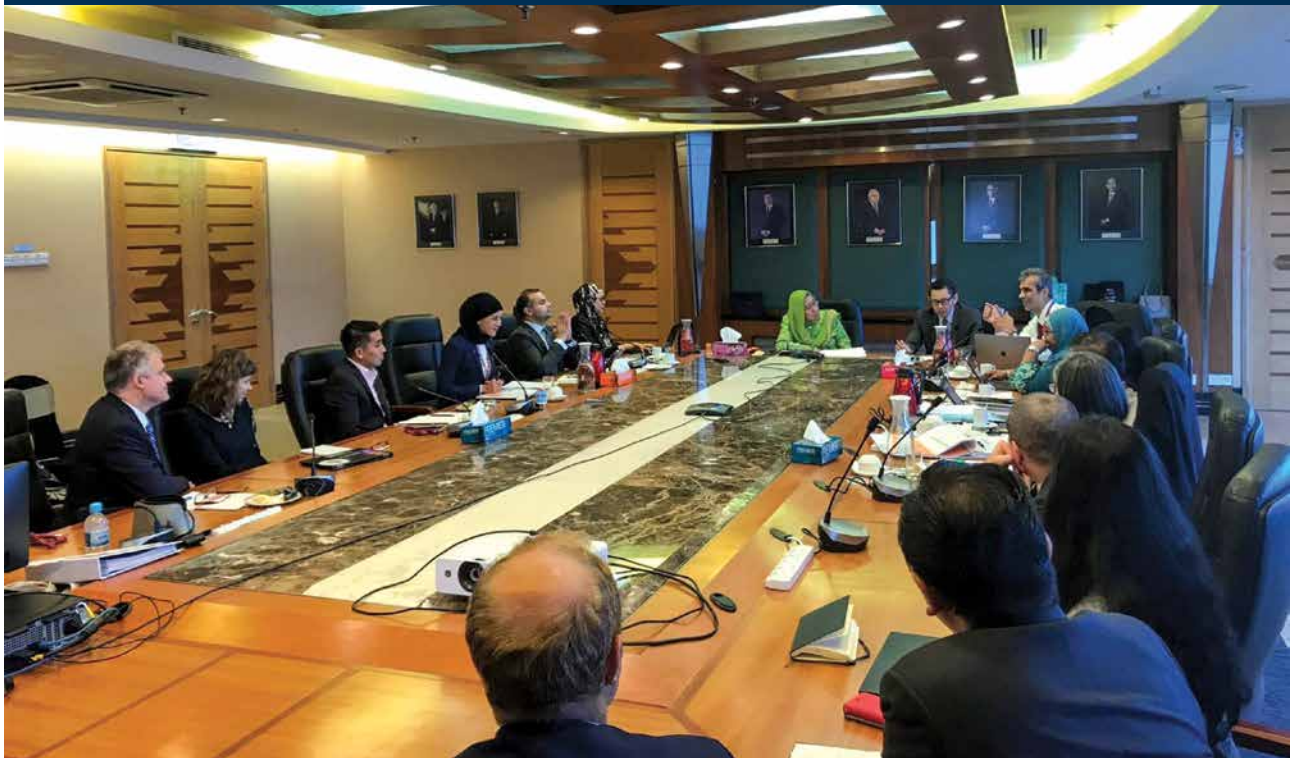
globalization, international trade, and direct foreign investment patterns.

- (iii) **Diversification and Upgrading Rapid Assessment:** Using international trade data from UN COMTRADE, this assessment estimated the domestic value-add that potential exports would contribute to the Malaysian economy. The results of said assessment were not intended to provide an absolute number of potential exports, but to allow the comparison across different options to be considered, using similar scenarios.
- (iv) **Study on Malaysia's skills readiness for competitiveness and Industry 4.0:** Using LinkedIn data as a proxy for industry employment shifts, trends in industrial skills needs were identified that included shifts across industries and migration of skills across industries and skill level. This is particularly relevant for new digital and technology industries that will play an important role as Malaysia embarks on designing its New Industrial Masterplan.

The technical assistance was delivered in an expedient manner, delivering high quality inputs in four months' time since the signing of the agreement. The inputs proved substantive and the World Bank team was asked to present the main findings of these inputs to the Trade and Investment Committee chaired by the Minister, MITI.

Recently Completed RAS

# BPMB: Project Prioritization and Performance Measurement Framework



A RAS Agreement on Project Prioritization and Performance Measurement Frameworks between the World Bank and BPMB was signed on September 6, 2019 and was carried out between September and December 2019. This RAS was developed to respond to BPMB's strong interest in technical advice and capacity building from the World Bank on the areas of project selection and performance measurement to enhance the developmental impact of its operations.

The objective of the RAS was to support BPMB in strengthening its project cycle process with the focus on enhancing the development impact of its operations based on international best practices. The work included a significant component of capacity building and knowledge sharing activities. A series of workshops were designed and conducted with a strong hands-on approach, in which BPMB staff actively participated to build their own skills to think through development impact so they can apply the

principles of the Theory of Change to any project regardless of sector, theme, or client, and adjust the tools accordingly based on BPMB's changing priorities going forward.

The World Bank team conducted two main sessions to present the deliverables. The first presentation was made to BPMB's CEO and the senior management team. The second presentation was made to BPMB's Chairman and the Board of Directors, where the Board expressed their full support and underscored the importance of these deliverables to support BPMB's more active role as a development institution in Malaysia.

BPMB has launched a Pilot Rollout in two phases for 2020, embedding the Prioritization and Selection Model for all new financing applications, in parallel to their own current process. A change in culture can be observed in BPMB's most recent draft development impact documents.

Ongoing RAS

# Subnational Doing Business in Malaysia 2020



Regulatory reform is a key element of the 11th Malaysia Plan (2016-2020), which has provisions to modernize the current regulatory regime not only at the Federal Government level, but also at the state and local level. While the global Doing Business report benchmarks Malaysia's overall performance on the ease of doing business, it only uses Kuala Lumpur as a proxy for the whole Federation of Malaysia.

The objective of the **Doing Business in Malaysia 2020** study was to provide a broader understanding of the business regulatory environment across Malaysia—beyond the city of Kuala Lumpur—and to highlight good practice examples and reform recommendations to help guide policy at the national and subnational levels.

While the main data source of the study was private sector experts, the project also sought the participation of the public sector. Public sector officials were involved in the completion of the questionnaires and they also had the opportunity to provide feedback on the preliminary results of the report during the team's confidential "right of reply" meetings in October 2019. In the end, more than 300 lawyers, engineers, architects, customs brokers, freight forwarders, and public officials contributed to the study.

Among the study's main findings are the following:

- Although most areas are regulated nationally, variation with the implementation of legislation is substantial, particularly regarding time.
- Kuala Lumpur stands out as a top performer across all areas, mainly due to its advanced electronic platforms.
- The quality of regulation in Malaysian cities is far better than the procedural efficiency.
- Better coordination between agencies could positively impact procedural efficiency across the board and should be a key focus for reform.
- Reform efforts going forward should focus on cities beyond Kuala Lumpur.

The subnational **Doing Business in Malaysia 2020** report was released on April 21, 2020. The WB team launched the report virtually through a webinar hosted by the Malaysia Productivity Corporation (MPC), which is the Secretariat to PEMUDAH. The team presented the report's overall findings to more than 50 participants, including local officials from the six cities measured.

## The first subnational Doing Business study in Malaysia



Benchmarks three *Doing Business* indicator sets covering areas of national and local jurisdiction or practice



Dealing with construction permits



Registering property



Trading across borders

This is the first subnational *Doing Business* study in Malaysia to expand the benchmarking beyond Kuala Lumpur, in order to provide a more complete representation of the business and regulatory environment. The study covered six cities: George Town (Penang), Johor Bahru (Johor), Kota Kinabalu (Sabah), Kuantan (Pahang), Kuching (Sarawak), and Kuala Lumpur in two areas: dealing with construction permits and registering property, and four seaports: Johor Port, Kuantan Port, Penang Port and Port Klang (Kuala Lumpur) in the area of trading across borders.

As a follow up to the study, cities have expressed interest in hosting separate deep-dive sessions that would give the WB team the opportunity to discuss the data details and areas for improvement in greater depth for each state.

The full report, as well as the data details for each city can be found at the following link:  
[www.doingbusiness.org/malaysia](http://www.doingbusiness.org/malaysia)



Ongoing RAS

# Productivity and Investment Climate Survey 3



As Malaysia strives toward high-income and developed country status—and the achievement of shared prosperity—accelerating productivity growth has become the country’s central economic policy challenge. Productivity growth has become increasingly important as the country’s traditional economic engines have slowed. While the GDP growth rate has proven resilient in recent years, structural constraints are emerging. Supply limitations in the natural resources sectors, together with concerns about the scale and sustainability of Malaysia’s debt, have reduced the pace of capital accumulation. Demographic trends toward an aging population are slowing the growth of the labor force, which must also adapt to the changing nature of work. In this context, a sustained increase in private sector investment, coupled with improvements in human capital and in productivity, will be necessary to maintain a sustainable economic growth trajectory that enables Malaysia to reach high-income and developed status and to grow beyond.

Initiated at the request of the EPU, the third Productivity and Investment Climate Survey (PICS-3) provides an opportunity to take stock of underlying patterns in firm-level

productivity—as well as its associations with elements of the business environment—to map out key policy priorities for the 12th Malaysia Plan. While the focus on raising the rate of productivity remains key to Malaysia’s policy agenda, there is now an increased emphasis on the inclusivity of growth. PICS-3 will assess the granular details of the business environment that have not been well captured in past surveys. These details include broad coverage in terms of firm size, geography, and sector, as well as salient topic areas such as the adoption of technology in firms’ operations, interactions with relevant policy initiatives, and detailed employment information (including firms’ demand for various skills).

This analysis will be based on the largest-ever enterprise survey undertaken by the World Bank in Malaysia; it will build on recent analytical work (including the 2018 “Productivity Unplugged” report) with new, more comprehensive, and more greatly disaggregated data, with a view to informing the 12th Malaysia Plan (the next phase of Malaysia’s medium-term development strategy).

The PICS-3 activity is being carried out over two phases:

- (i) **Planning and survey implementation:** including the development of the survey instrument to be administered via face-to-face interviews; this phase also includes data entry, management, and cleaning; and,
- (ii) **Analysis and interpretation:** including capacity-building workshops on data manipulation, analysis, and methodologies for calculating total factor productivity; and the preparation of a full investment climate assessment report.

The large sample size will allow for detailed analysis at the subnational level, with firms disaggregated by size (small, medium, large), market orientation (domestic/foreign), international orientation (exporter/non-exporter), primary activity (manufacturing/services/agriculture) and region (Sabah and Sarawak, Central, Southern, Northern, Eastern).

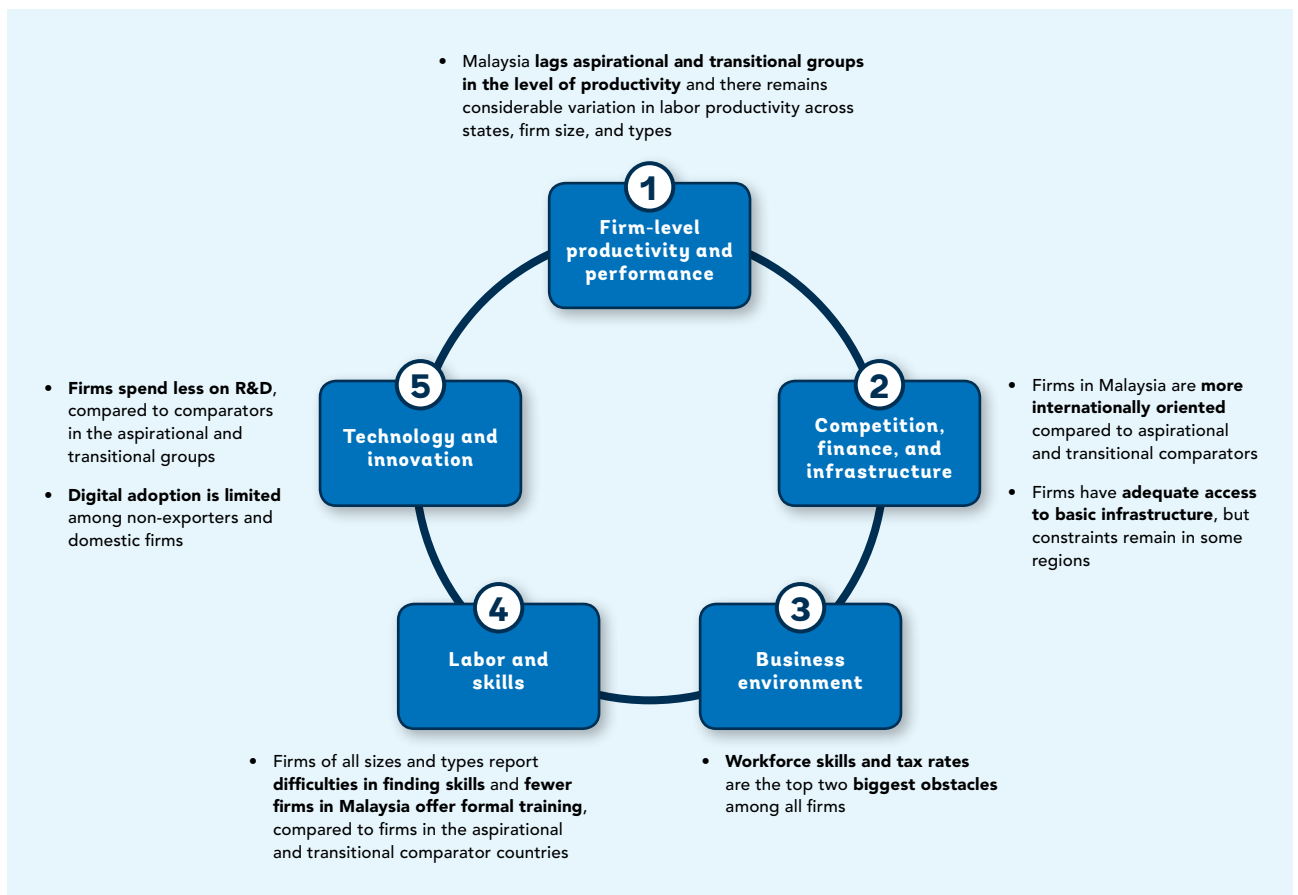
The questionnaire includes a mixture of questions drawn from the World Bank’s standardized Enterprise Surveys

questionnaire, allowing for cross-country comparisons; as well as customized questions to allow for analysis of Malaysia-specific issues.

The overall objective for this activity, which will create an analytical dataset and accompanying report, is an improved understanding among policymakers of the top investment climate constraints facing firms in Malaysia, how they related to productivity estimates, and to inform recommended policy measures to enable private sector growth.

In order to provide timely input to the preparation of the 12th Malaysia Plan, a short report on preliminary findings (based on partial data collection) was prepared by the World Bank for the EPU with summary findings as shown below.

PICS-3 data collection is expected to be completed by end September 2020, with the target date for the final report by end November 2020.



Ongoing RAS

# Towards a new approach for Malaysia's paddy and rice policy



This RAS is a follow-up of the Agriculture Sector Public Expenditure Review (AgPER) RAS that was completed in 2019. The AgPER identified that while the Government support for the paddy and rice sector takes up almost half of the total agriculture public expenditures, it has not achieved its stated objectives of reducing country's reliance on imports and increasing incomes of farm households. The reasons for the relatively poor performance of Malaysia's paddy and rice sector are complex and rooted in its food security policies from 1970s. However, these policies have not changed significantly over the last 50 years to adapt to rapid economic growth and resulting demographic changes, which have significantly shaped food consumption patterns and consumer preferences. Furthermore, the current paddy and rice policies do not address the significant environmental impacts associated with agrochemical overuse and greenhouse gas emissions. At the same time, the paddy and rice sector is vulnerable to weather-related shocks caused by climate change. The ongoing COVID-19

pandemic has further exposed the weaknesses of Malaysian food systems, which includes the paddy and rice sector.

The RAS would undertake qualitative and quantitative analyses of the impact of the current policy situation and compare that with alternative policy options. It would cover the following five blocks of the analysis: (1) Comparative analysis of Malaysia's paddy and rice sector trends; (2) Paddy policy scenario analysis using the dynamic systems model; (3) The analysis of the milling and processing industry; (4) Rice stockpiling policy options; and (5) Rice import policy options. Cutting across the above analysis is the identification of international best practices that are relevant to Malaysia's context.

At the strategic level, the RAS will aim to motivate the discussions about the structural policy reform needs which would move Malaysia's paddy and rice sector away from its current production-centric status towards more resilient,



**The objective of this RAS is to support the Ministry of Agriculture (MOA) in the development of the new approach for Malaysia's paddy and rice policy that would meet the needs of an increasingly urbanized country with a sophisticated economic structure, and to suggest options for its implementation.**

inclusive, competitive, and environmentally sensitive food systems, and provide suggestions for the alignment of its public expenditure programs toward such goals.

Two missions have been undertaken in 2020 – one in January to launch the analytical work, and the second in February-March to gather data and finalize the methodological approach. The WB team has consulted with the RAS Technical Committee and Steering Committee and related key government agencies to solicit their feedback, and consulted a range of stakeholders in the paddy and rice sector across the country.

The next steps are to continue the development of the dynamic systems model for the policy scenario analysis, collect additional information on paddy and rice systems from East Malaysia and key production areas in Peninsular Malaysia, and carry out evaluation of selected government investment programs. The team plans to travel to Malaysia in fall 2021 to present and discuss the preliminary results with key stakeholders. The final report will be produced and launched in early 2021.





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APPENDICES

Appendix 1.1: OSA Results Framework

# Appendix 1.1: OSA Results Framework

PILLAR 1: To Enhance Effective Outward Sharing of Malaysian Development Experience and Expertise													
Outputs (by Calendar Year, CY)													
INDICATOR AREA	INDICATOR NAME	2016		2017		2018		2019		2020		2016-2020 END TARGET (Cumulative)	
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL (Jan-Dec)	TARGET	ACTUAL (Jan-Jun)		
Product	<b>Deliver reports, conferences, and/or knowledge-exchange activities which curate and share Malaysia's development experience in:</b>												
	i. Equitable Growth and Poverty Reduction	3	6	4	7	5	15	5	21	5	21	22	
	ii. Public Sector Performance	3	11	4	27	5	9	5	1	5	NA	22	
	iii. Economic Development and Planning	3	4	4	3	3	2	4	2	4	NA	18	
	iv. Modern and Integrated Financial Systems and Markets and Enhancing Private Sector Competitiveness and Innovation	4	12	6	25	7	25	7	20	7	27	31	
Scope	<b>Number of countries benefiting from knowledge-exchange activities in:</b>												
	i. Equitable Growth and Poverty Reduction	2	26	5	15	7	12	9	15	10	13	10	
	ii. Public Sector Performance	2	16	3	46	2	19	2	1	2	14	11	
	iii. Economic Development and Planning	2	1	5	7	7	15	9	8	10	NA	10	
	iv. Modern and Integrated Financial Systems and Markets and Enhancing Private Sector Competitiveness and Innovation	10	20	15	47	15	19	15	52	15	93	15	
	<b>Number of sectors covered by knowledge-exchange activities conducted in:</b>												
	i. Equitable Growth and Poverty Reduction	2	3	3	3	4	6	4	6	4	7	4	
	ii. Public Sector Performance	2	2	3	3	4	8	4	25	4	2	4	
	iii. Economic Development and Planning	1	1	2	2	2	2	2	5	3	NA	10	
	iv. Modern and Integrated Financial Systems and Markets and Enhancing Private Sector Competitiveness and Innovation	5	5	7	7	7	9	7	10	7	12	7	
	Synergy	# of outputs reflecting inputs and collaboration across Outbound Knowledge and Research Hubs ( <i>Outbound/Research Synergy Indicators</i> )	3	4	3	4	4	2	5	3	5	33	20
		# of outputs where Inbound work identifies lessons to be shared with recipients of knowledge-exchange activities ( <i>Inbound/Outbound Synergy Indicator</i> )	3	19	3	3	4	4	5	6	5	36	20
		# of outputs reflecting inter-GP collaboration ( <i>Cross-GP Synergy Indicators</i> )	3	4	3	3	4	4	5	7	5	13	20
<b>OUTCOMES: Matching Malaysia's expertise with development needs in other countries while promoting South-South knowledge exchange</b>													

## PILLAR 1: To Enhance Effective Outward Sharing of Malaysian Development Experience and Expertise

### Outputs (by Calendar Year, CY)

INDICATOR AREA	INDICATOR NAME	2016		2017		2018		2019		2020		2016-2020 END TARGET (Cumulative)
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL (Jan-Dec)	TARGET	ACTUAL (Jan-Jun)	
Enhanced Knowledge of Malaysia's Experience	<b>Number of countries requesting Malaysia's expertise on development issues in:</b>											
	i. Equitable Growth and Poverty Reduction	2	2	2	7	3	12	3	13	4	6	14
	ii. Public Sector Performance	1	26	2	14	3	9	4	6	5	NA	15
	iii. Economic Development and Planning	2	2	2	2	3	7	3	8	4	NA	14
	iv. Modern and Integrated Financial Systems and Markets and Enhancing Private Sector Competitiveness and Innovation	5	14	10	12	15	10	15	15	15	17	15
	<b>Number of attendees to knowledge-sharing conferences, seminars and workshops on:</b>											
	i. Equitable Growth and Poverty Reduction	20	120	30	86	50	930	60	1,928	70	2,200	230
	ii. Public Sector Performance	20	147	30	870	50	543	60	220	70	186	230
	iii. Economic Development and Planning	20	100	30	30	50	58	60	350	70	NA	230
	iv. Modern and Integrated Financial Systems and Markets and Enhancing Private Sector Competitiveness and Innovation	300	800	500	950	500	800	500	2,362	500	4,499	2,300
	<b>Number of times published reports and research papers are downloaded:</b>											
	i. Equitable Growth and Poverty Reduction	NA	NA	60	NA	120	4,089	140	28,576	180	14,693	500
	ii. Public Sector Performance	NA	NA	NA	NA	NA	2,147	NA	12,054	NA	NA	NA
	iii. Economic Development and Planning	NA	NA	NA	NA	NA	188	NA	NA	NA	NA	NA
	iv. Modern and Integrated Financial Systems and Markets and Enhancing Private Sector Competitiveness and Innovation	200	>200	300	>300	300	NA	300	>300	300	2,249	1,400
	<b>Number of times published reports and papers are cited:</b>											
	i. Equitable Growth and Poverty Reduction	5	next semester	10	next semester	10	NA	10	10	10	NA	45
	ii. Public Sector Performance	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
	iii. Economic Development and Planning	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA	NA
	iv. Modern and Integrated Financial Systems and Markets and Enhancing Private Sector Competitiveness and Innovation	5	next semester	10	>10	10	NA	10	NA	10	12	45
Satisfaction rate reported in recipient country surveys on usefulness and impact of knowledge-sharing activities.	65%	>75%	75%	89.6%	80%	80%	80%	82%	80%	>80%	80%	

**APPENDICES**

Appendix 1.1: OSA Results Framework

PILLAR 2: To Generate Cutting-Edge Knowledge on Development Issues, and Build Research Capacity at the Global and Regional Levels												
Outputs (by Calendar Year, CY)												
INDICATOR AREA	INDICATOR NAME	2016		2017		2018		2019		2020		2016-2020 END TARGET (Cumulative)
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL (Jan-Dec)	TARGET	ACTUAL (Jan-Jun)	
Product Synergy	<b>i. Development Research (DECRG)</b>											
	Number of research papers	4	11	4	11	4	6	4	13	4	1	20
	Number of research policy briefs	4	4	4	7	4	9	4	6	4	9	20
	Number of conferences and other major events	1	7	1	3	1	4	1	1	1	1	5
	Number of Seminars	8	22	8	22	8	23	8	19	8	8	40
	Number of short courses by visiting scholars	1	1	1	1	1	1	1	2	1	0	5
	Speaking engagements	3	30	3	53	3	25	3	16	3	10	15
	# of outputs where knowledge generated in Research Hub informs analysis and recommendations from other members of the Hub, including the Global Indicators Group, the Global Practices, and CMU	3	6	3	7	3	8	3	5	3	2	15
	<b>ii. Development Economics Indicators</b>											
	Number of reports, policy notes, and research papers on global and regional development issues	3	4	5	10	4	13	4	13	4	9	20
	Number of country datasets collected and published for the Agriculture, Doing Business and Enterprise Survey indicators	9	38	29	45	20	82	20	85	20	53	29
	Number of conferences, seminars, courses on development issues	1	4	3	26	2	6	2	9	2	1	10
	# of outputs where knowledge generated in Research Hub informs analysis and recommendations from other members of the Hub, including the Global Research Group, the Global Practices, and the CMU	3	5	3	5	3	5	3	4	3	3	15
<b>OUTCOMES:</b> Conducting development policy research, obtaining and processing regional and global data, and connecting leading development researchers and practitioners												

## PILLAR 2: To Generate Cutting-Edge Knowledge on Development Issues, and Build Research Capacity at the Global and Regional Levels

### Outputs (by Calendar Year, CY)

INDICATOR AREA	INDICATOR NAME	2016		2017		2018		2019		2020		2016-2020 END TARGET (Cumulative)
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL (Jan-Dec)	TARGET	ACTUAL (Jan-Jun)	
	<b>i. Development Research (DECRG)</b>											
Knowledge Generation	Number of times published research papers and policy notes are downloaded	50	5,313	50	15,367	50	22,156	50	31,628	50	29,406	250
	Number of times research papers and research policy briefs are cited	0	7	10	77	10	184	10	391	10	232	40
Research Capacity-Building	Attendees to research community and capacity-building events (conferences, seminars, training courses)	150	1,475	150	900	150	1,190	150	1,465	150	524	750
	Satisfaction reported in community and capacity-building audience surveys	75%	>75%	75%	>75%	75%	>75%	75%	>75%	75%	>75%	75%
	<b>ii. Development Economics Indicators</b>											
Knowledge Generation	Number of times online databases are visited	10,000	>10,000	10,000	>10,000	10,000	>10,000	10,000	>10,000	10,000	>10,000	50,000
	Number of times published reports and papers are downloaded	20	>20	80	>100	100	>100	150	>150	150	>150	500
	Number of times published reports and papers are cited	0	0	15	>20	15	>15	15	>15	15	>15	60
	Attendees to conferences and seminars	40	360	40	>100	40	>40	40	>40	40	>40	600
	Satisfaction reported in community and capacity-building audience surveys	75%	>75%	75%	>75%	75%	>75%	75%	>75%	75%	>75%	75%

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

# Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

## Outbound Knowledge

THEME 1: Supporting Equitable Economic Growth				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Course	February 29 - March 4, 2016	MfMOD Macroeconomic Modelling Course	Julio E. Revilla	• 18 participants from nine countries
Knowledge Exchange	April 19-21, 2016	Visit by Ethiopian Government delegation to Penang and Kuala Lumpur to learn from the Malaysian experience on Special Economic Zones for industrial development	Julio E. Revilla	• Nine participants from the Ethiopian government
Course	June 13-17, 2016	Debt and Fiscal Risk Management Workshop	Julio E. Revilla	• 34 participants from 15 countries
Knowledge Exchange	June 29, 2016	SME Development in the context of Free Trade Agreements	Smita Kuriakose	• 80 participants from the general public
Knowledge Exchange	August 29, 2016	Consultations for the analysis of productivity in Malaysia		• High-level meeting with EPU and DOSM
Report	October 12, 2016	The Strategic Role of Trade Agreements in Promoting Economic Reforms in Malaysia	Sjamsu Rahardja/ Julio E. Revilla	
Course	October 18, 2016	Workshop on the use of the Enterprise Survey to assess productivity in Malaysia	Valeria Perotti/ Julio E. Revilla	• 40 participants from the Malaysian public sector
Report	October 20, 2016	Learning from Malaysia: Promoting Industrialization through Special Economic Zones	Asya Akhlaque/ Julio E. Revilla	
Course	November 7-11, 2016	Joint World Bank/IMF training course on Debt Sustainability Analysis for Low Income Countries	Julio E. Revilla	• 22 participants from 12 countries
Knowledge Exchange	Feb 14, 2017	Lessons Learnt from Malaysia's experience in implementing the SME Masterplan	Smita Kuriakose	• 30 participants
Course	March 20-22, 2017	Measuring Firm-Level Productivity Training		• 23 participants from DOS, EPU, Human Resource Development Fund, and Malaysia Productivity Corporation
Knowledge Exchange	April 28, 2017	Presentation of Background Papers on Productivity		• Attended by 37 stakeholders from the public sector, private sector, and academia
Meeting	May 29, 2017	Consultation Meeting	Nathan M. Belete	• This Consultation Meeting was jointly organized by the World Bank and the Institute for Strategic and International Studies (ISIS) Malaysia, as an informal brainstorming session, to facilitate a candid and open sharing of ideas and opinions among a select group of "who's who" on Malaysia's agricultural development and transformation. 27 participants were actively engaged in this meeting.
Knowledge Exchange	August 2, 2017	Digital Economy presentation to the Fiscal Council – Taxing the Digital Economy	Richard Record/ Shabih Mohib	• Presentation to the Prime Minister and members of the cabinet
Report	September 2017	Taxing the Digital Economy	Richard Record/ Shabih Mohib	• Policy Note prepared for MOF



## THEME 1: Supporting Equitable Economic Growth

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Workshop	October 31, 2017	Workshop to share comparative analyses of agricultural transformation among four selected countries.	Nathan M. Belete	<ul style="list-style-type: none"> <li>The workshop was organized in collaboration with the Economic Planning Unit (EPU) in the Prime Minister's Department and the Institute of Agricultural and Food Policy Studies (IAFPS) at University Putra Malaysia to share results of a comparative analysis done as part of the agricultural transformation study.</li> <li>The workshop brought together 80 participants composed of experts on Malaysian agriculture, government authorities and functionaries, academia, and civil society. The aim was to share the experience of France, Chile, Indonesia, and Malaysia following a comparative analyses done as part of this study. Lessons learned were shared that can inform other countries' efforts in agricultural transformation and also provide pointers for Malaysia in critical areas in agricultural transformation, such as smallholders agriculture transformation, R&amp;D, food security, and institutional developments.</li> </ul>
Report	December 2017	Productivity Unplugged – The Challenges of Malaysia's Transition to High-Income Country Status	Julio Revilla	<ul style="list-style-type: none"> <li>Omnibus report</li> </ul>
Report	December 5, 2017	Launch of World Bank regional report Riding the Wave: An East Asian Miracle for the 21st Century	Kenneth Simler	<ul style="list-style-type: none"> <li>Approximately 100 participants attended the launch event at UKM</li> </ul>
Conference	December 5-8, 2017	Federation of ASEAN Economic Associations 42nd Annual Conference	Richard Record/ Kenneth Simler	<ul style="list-style-type: none"> <li>Approximately 200 participants from 15 countries</li> </ul>
Report	December 14, 2017	Malaysia Economic Monitor – Turmoil to Transformation: 20 years after the Asian Financial Crisis	Richard Record	<ul style="list-style-type: none"> <li>Approximately 150 participants during the launch event</li> </ul>
Report	January 9, 2018	TPP without the US: Is it still worthwhile for Malaysia? – Macro-micro simulations on the impact of CP-TPP vs. TPP vs. RCEP	Richard Record	<ul style="list-style-type: none"> <li>Policy note prepared for MITI</li> </ul>
Knowledge Exchange	February 5, 2018	Digital Economy presentation to the Economic Council – Digital Connectivity	Richard Record/ Siddhartha Raja	<ul style="list-style-type: none"> <li>Presentation to the Prime Minister and members of the cabinet</li> </ul>
Knowledge Exchange	February 7, 2018	Launch of the Global Economic Prospects Report – Broad-based upturn, but for how long?	Richard Record	<ul style="list-style-type: none"> <li>Approximately 100 participants</li> </ul>
Knowledge Exchange	February 28, 2018	How can Artificial Intelligence and the Internet of Things supercharge growth, innovation and job creation? – Joint event with MDEC	Richard Record	<ul style="list-style-type: none"> <li>Approximately 300 participants</li> </ul>
Course	March 19-23, 2018	Debt Management Performance Assessment (DeMPA) training course	Richard Record	<ul style="list-style-type: none"> <li>30 participants from 11 countries</li> </ul>
Knowledge Exchange	April 15-18, 2018	Study Visit to Malaysia by Officials from Vietnam	Nathan M. Belete	<ul style="list-style-type: none"> <li>Vietnamese delegation from the Ministry of Agriculture and Rural Development visited Malaysia. The visit focused on sharing lessons learned from Malaysia's experience in value chain development, mainly focusing on palm oil and rubber value chains. The delegates also benefited from discussions held with EPU on the government's approach and priorities in the agriculture sector, planning and policy formulation and different modalities of government interventions in support of agricultural sector transformation. A total of six officials from Vietnam visited Malaysia, although they had a chance to engage with more than 85 counterparts composed of government officials, technical staff, agency representatives, among others.</li> </ul>

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

THEME 1: Supporting Equitable Economic Growth				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge Exchange	June 20-24, 2018	Study Visit by Malaysian Officials to Vietnam	Nathan M. Belete	<ul style="list-style-type: none"> <li>A Malaysian delegation composed of officials from different government departments visited Vietnam to learn from Vietnamese experience in black pepper sub-sector development.</li> </ul>
Report	July 2, 2018	Malaysia Economic Monitor – Navigating Change	Richard Record	<ul style="list-style-type: none"> <li>Approximately 200 participants during the launch event</li> </ul>
Course	July 16-20, 2018	Macro-Econometric Modelling “reverse training mission” to Washington, DC	Charl Jooste	<ul style="list-style-type: none"> <li>Three core modeling staff from MOF</li> </ul>
Course	July 24-25, 2018	Taxing the digital economy	Richard Record	<ul style="list-style-type: none"> <li>Approximately 25 training participants</li> </ul>
Knowledge Exchange	August 18, 2018	Digital economy youth impact challenge	Joshua Foong	<ul style="list-style-type: none"> <li>Approximately 150 students and young leaders</li> </ul>
Report	September 12, 2018	Malaysia’s Digital Economy – A New Driver of Development	Richard Record	<ul style="list-style-type: none"> <li>Major flagship report launched at digital economy conference</li> </ul>
Conference	September 12-13, 2018	Public Policy in a Digital World	Shakira Teh Sharifuddin	<ul style="list-style-type: none"> <li>Approximately 500 participants during the conference sessions</li> </ul>
Knowledge Exchange	September 25-28, 2018	Malaysia Economic Monitor – Roadshow to Kedah and Penang	Richard Record/ Kenneth Simler	<ul style="list-style-type: none"> <li>Various events with state authorities, universities, and the private sector</li> </ul>
Report	October 4, 2018	East Asia and Pacific Economic Update – Navigating Uncertainty	Richard Record	<ul style="list-style-type: none"> <li>Approximately 20 journalists attended the launch event</li> </ul>
Knowledge Exchange	October 11, 2018	Malaysia Economic Monitor – Roadshow to Johor	Richard Record	<ul style="list-style-type: none"> <li>Various events with state authorities, universities, and the private sector</li> </ul>
Conference	October 19, 2018	End Poverty Day –2019 Malaysia Event	Kenneth Simler	<ul style="list-style-type: none"> <li>Approximately 200 participants during the event</li> </ul>
Technical Retreat	November 14-15, 2018	Technical Retreat on Agricultural Transformation and Inclusive Growth – The Malaysian Experience at Universiti Putra Malaysia	Nathan M. Belete	<ul style="list-style-type: none"> <li>To review and discuss the draft papers prepared by IAFPS with professionals in the field. The objective of the retreat was to assess the extent of the coverage done by each paper in addressing the relevant key elements that explain the agricultural transformation of Malaysia.</li> <li>Total of 30 participants from relevant ministries and academician.</li> </ul>
Knowledge Exchange	November 18-23, 2018	Study Visit by Malaysian Officials to the Philippines	Nathan M. Belete	<ul style="list-style-type: none"> <li>Malaysian delegation comprising officials from the EPU and MOA visited the Philippines to learn on food security; agricultural distribution system and value chain development and approaches. These three approaches will be utilized to maximize the learning process from the experience of each country.</li> </ul>
Knowledge Exchange	November 18-24, 2018	Study Visit by the Malaysian Delegation to Philippines	Samuel Taffesse	<ul style="list-style-type: none"> <li>10 Government officials from MEA &amp; Ministry of Agriculture</li> </ul>
Report	December 10, 2018	A Resurgent East Asia – Navigating a Changing World	Andrew Mason	<ul style="list-style-type: none"> <li>Approximately 100 participants during the launch event</li> </ul>
Report	December 18, 2018	Malaysia Economic Monitor – Realizing Human Potential	Richard Record	<ul style="list-style-type: none"> <li>Approximately 200 participants during the launch event</li> </ul>
Knowledge Exchange	Jan 13-19, 2019	Study Visit by the Philippine Delegation to Malaysia	Samuel Taffesse	<ul style="list-style-type: none"> <li>11 Government Officials from The Philippine Department of Agriculture and National Economic Development</li> </ul>
Knowledge Exchange	January 14-18, 2019	Study Visit by Officials from the Philippines to Malaysia	Nathan M. Belete	<ul style="list-style-type: none"> <li>The Philippine delegation was comprised of officials from various Offices of the Department of Agriculture together with Director of Natural of the National Economic and Development Authority (NEDA) visited Malaysia on knowledge exchange program so as to generate mutual benefits to both countries in agricultural transformation.</li> </ul>

## THEME 1: Supporting Equitable Economic Growth

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge Exchange	January 18, 2019	Trade policy modelling	Maryla Maliszewska	• Approximately 20 staff at MITI
Course	January 28-31, 2019	Productivity and Investment Climate Survey training	Arvind Jain	• Approximately 40 participants from MEA, MITI, and DOSM
Workshop	February 20, 2019	Consultative Technical Workshop in Kuching, Sarawak	Nathan M. Belete	<ul style="list-style-type: none"> <li>• The consultation technical workshop was a platform to assess the difference and complementarities in the Federal and State governments' policies, approaches, and interventions.</li> <li>• 35 participants from various ministries, government agencies, and academicians.</li> </ul>
Report	March, 2019	Estimating the Number of Foreign Workers	Kenneth Simler	
Knowledge Event	April 12, 2019	Spring Meetings Malaysia Event – Unleashing the Potential of the Digital Economy	Richard Record	• Event in Washington, D.C. with MOF
Course	April 22-26, 2019	Debt Management Performance Assessment (DeMPA) training course	Signe Zeikete	• 26 participants from 10 countries
Report	April 24, 2019	East Asia and Pacific Economic Update – Managing Headwinds	Richard Record	• Approximately 20 journalists attended the launch event
Knowledge Exchange	April 24-25, 2019	Malaysia Economic Monitor – Roadshow to Sarawak	Richard Record	• Various events with state authorities, universities, and the private sector
Knowledge Exchange	May 27-30, 2019	Small-Area Estimation of Poverty Training at Putrajaya	Kenneth Simler	• Eighteen participants from statistical offices from Malaysia, Indonesia, the Philippines, and Thailand
Report	June 2019	Helping Central Banks Make the Most of Developing Statistical Systems	Kenneth Simler	
Report	June 2019	Malaysia Economic Monitor – Re-energizing the Public Service	Richard Record	
Report	July 2, 2019	Launch of the Malaysia Economic Monitor “Re-energizing the Public Service”	Richard Record / Rajni Bajpai	
Training	August 21, 2019	Competition policy and law training	Graciela Miralles	• For staff of competition enforcement agencies
Roadshow	August 22, 2019	MEM Roadshow Seminar in Penang	Shakira Teh Sharifuddin / Rajni Bajpai	
Knowledge Event	September 2019	Expert workshop on the cost of living	Kenneth Simler	
Training	September 6, 2019	Long Term Growth Model Hands-on Training	Steven Pennings	• For staff of EPU, MOF, and BNM
Knowledge Exchange	September 19, 2019	Knowledge exchange with Vietnam on Escaping the Middle-Income Trap	Richard Record	
Training	September 27, 2019	Fundamentals of investment promotion	Armando Heilbron / Gerlin Catangui	• For staff of investment promotion agencies from across Malaysia
Conference	September 30, 2019	Launch of the Belt and Road Economics Report	Richard Record	
Webinar	October 9, 2019	Release of the EAP Economic Update “Weathering Growing Risks”	Richard Record	
Roadshow	October 10, 2019	MEM Roadshow Seminar in Negeri Sembilan	Yew Keat Chong / Rajni Bajpai	
Roadshow	October 18, 2019	MEM Roadshow Seminar in Singapore	Richard Record / Rajni Bajpai	

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

THEME 1: Supporting Equitable Economic Growth				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Roadshow	October 23, 2019	MEM Roadshow Seminar in Sabah	Richard Record / Rajni Bajpai	
Conference	November 20, 2019	Conference to Launch the Report on Agricultural Transformation and Inclusive Growth – the Malaysian Experience	Dina Umali-Deininger	<ul style="list-style-type: none"> <li>An international conference was held to launch the report and to promote knowledge exchange.</li> <li>130 participants which include government officials and researchers from countries at various stages of economic development and transformation.</li> </ul>
Meeting	November 21, 2019	Consultation Meeting on Agricultural Transformation within Shared Prosperity Vision 2030 (2021-2030) at EPU	Dina Umali-Deininger	<ul style="list-style-type: none"> <li>This consultation meeting was held to identify important challenges the country faces on its path to becoming a high-income country and the possible mechanism in addressing these challenges. 40 participants from various ministries, the private sector, and academicians participated in this meeting. EPU expressed its high satisfaction on the input it received during the consultation and expressed the inputs will inform the preparation of the 12th Malaysian Plan.</li> </ul>
Report	December 2019	Aspirations Unfulfilled: Malaysia's Cost of Living Challenges	Kenneth Simler	
Report	December 7, 2019	Launch of the Malaysia Economic Monitor "Making Ends Meet"	Richard Record / Kenneth Simler	
Knowledge Exchange	Throughout 2017-2019	Numerous economic presentations to visiting delegations and delivery of on-site seminars at universities across Malaysia including with UM, UKM, UiTM, UMS, IIUM, UniMAP, UUM, UNIMAS	Richard Record/ Yew Keat Chong/ Shakira Teh Sharifuddin	<ul style="list-style-type: none"> <li>Over 1,000 participants all together</li> </ul>
Knowledge Exchange	January 14, 2020	Knowledge exchange with the Philippines on Investment Policy and Tax Incentives		
Conference	January 30, 2020	Launch of the World Development Report 2020 – Trading for Development in the Age of Global Value Chains	Richard Record	
Knowledge Event	February 2020	Workshop on income mobility and poverty dynamics	Kenneth Simler	
Roadshow	February 18, 2020	MEM Roadshow Seminar in Sabah	Richard Record / Kenneth Simler	
Report	March 2020	Poverty dynamics in Malaysia in the early 21 <sup>st</sup> century: Evidence from synthetic panels	Kenneth Simler	
Report	March 4, 2020	Investment Policy and Regulatory Review	Gerlin Catangui	
Report	April 2020	Who is Keeping Score? Estimating the Number of Foreign Workers in Malaysia	Kenneth Simler	
Report	April 2020	Remittance transaction data: Possibilities for real-time monitoring of foreign workers in Malaysia	Kenneth Simler	
Webinar	April 1, 2020	Release of the EAP Economic Update "East Asia and Pacific in the Time of COVID-19"	Richard Record	
Webinar	May 6, 2020	Webinar with Southeast Asia Competition Commissions on the impact of COVID-19 on Competition Policy	Roberto Galang	<ul style="list-style-type: none"> <li>For staff of competition enforcement agencies</li> </ul>
Training	May 21, 2020	Virtual training on anti-cartel enforcement	Roberto Galang	<ul style="list-style-type: none"> <li>For staff of competition enforcement agencies</li> </ul>

## THEME 1: Supporting Equitable Economic Growth

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Report	June 25, 2020	Launch of the Malaysia Economic Monitor "Surviving the Storm"	Richard Record / Achim Schmillen	
Report	TBC	Launch of the flagship report "What will it take? Malaysia's ambition to become a high-income and developed economy"	Richard Record	

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

THEME 2: Enhancing Finance, Competitiveness and Innovation				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Report	January 2016	Financial Inclusion in ASEAN	Jose De Luna Martinez	• Presented at the ASEAN Working Group on Financial Inclusion
Conference	March 2016	Global Conference on Credit Infrastructure	Anthony Lythgoe	• 160 participants from 42 countries
Knowledge exchange activity	June 2016 – May 2017	Learning from the Malaysia Experience on transforming government-linked corporations (GLC), government-linked investment company (GLIC) development for China	Wei Zhang	• Participants from PRC agencies including the State Council Research Center of China and the People's Bank of China
Course	June 24 – July 2, 2016	Insurance Capacity Building Mission for Myanmar – Financial Regulatory Department (FRD) Yangon, Myanmar	Serap Gonulal	• 90 participants from Myanmar
Conference	August 18, 2016	Governance Symposium 2016: Driving Public-Private Governance Forward	Jose De Luna Martinez	
Report	Quarterly	East Asia Pacific Region Financial Stability (Quarterly)	Ana Maria Aviles	
Knowledge exchange activity	September 5-8, 2016	Pakistan Senators' visit to learn about Malaysia's financial sector reform: World Bank Kuala Lumpur Office	Djauhari Sitorus	• Participants comprised of a high-level delegation of Senators from Pakistan
Knowledge exchange activity	September 19, 2016	Financial Market Deepening: The Way Forward for Indonesia	Djauhari Sitorus	• Participants include experts from Securities Commission Malaysia, speakers from the IMF, Korean Financial Services Commission, and Institute of International Finance (IIF)
Knowledge exchange activity	September 21-22, 2016	Global Symposium on Innovative Financial Inclusion: Harnessing Innovation for Inclusive Finance, organized jointly with BNM	Wei Zhang	• 500 participants from 20 countries in Asia Pacific, South Asia, Africa, Middle East, Eastern Europe, and Central Asian countries.
Knowledge exchange activity	October 17-21, 2016	Study visit by the Egyptian Credit Guarantee Company	Wei Zhang	• Participants from Egyptian Credit Guarantee Company
Knowledge exchange activity	October 17-21, 2016	Study visit on Financial Inclusion by State Bank of Vietnam (SBV)	Djauhari Sitorus	• Participants from SBV
Knowledge exchange activity	October 18-21, 2016	Study visit by Ministry of Education and Training (MOET) and State Bank of Vietnam	Djauhari Sitorus	• Participants from Ministry of Education
Knowledge exchange activity	November 2, 2016 November 16, 2016	Contributed to regional sector fora	Jose De Luna Martinez	• Participants from ASEAN financial sector regulators and Malaysian financial sector professionals
Knowledge exchange activity	November 7, 2016	Study visit by the Egyptian Supervisory Authority (EFSA)	Ashraf Arshad	• Participants from EFSA
Knowledge exchange activity	November 10, 2016	Contributed to MIDA Business Forum – Malaysia Promotion Program (MPP) – Shanghai	Wei Zhang	• Participants from PRC financial regulatory authorities, financial institutions, and corporates
Knowledge exchange activity	November 10-11, 2016	Contributed to the ASEAN Working Group on financial inclusion (WC-FINC), 2nd official meeting in Hanoi	Jose De Luna Martinez	• Participants included financial sector regulators and other PRC Government officials, representatives from major PRC enterprises/ SOEs active in regional and global markets and PRC institutional investors, fund managers, and financial advisors.
Knowledge exchange activity	November 16-17, 2016	The 10th IFSB-INCEIF Executive Forum on Financial Inclusion	Jose De Luna Martinez	

## THEME 2: Enhancing Finance, Competitiveness and Innovation

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Conference	November 2016	Regional conference on migrant remittances	Isaku Endo	<ul style="list-style-type: none"> <li>• 100 participants from ASEAN countries</li> </ul>
Knowledge exchange activity	November 2016	Bank Negara Malaysia and the World Bank launched Greenback 2.0 Johor Bahru in partnership with the Johor Bahru City Council and the Malaysian Association of Money Services Business.	Isaku Endo	
Knowledge exchange activity	December 8, 2016	Sharing Malaysia Experience on SME Finance with Papua New Guinea (PNG) – Port Moresby	Wei Zhang	<ul style="list-style-type: none"> <li>• More than 50 participants including government officials, SME sector and financial sector policymakers, executives from financial institutions, the agriculture sector, and representatives from NGOs and donor communities in PNG.</li> </ul>
Knowledge exchange activity	February 2017	Contributed to the ASEAN Working Group on financial inclusion (WC-FINC), official meeting in Davao, Philippines	Jose De Luna Martinez	<ul style="list-style-type: none"> <li>• Participants comprised of representatives of central banks and ministries of finance of all 10 ASEAN countries</li> </ul>
Knowledge exchange activity	February 20-23, 2017	Study visit by Lao PDR on SME Finance – Kuala Lumpur	Djauhari Sitorus	<ul style="list-style-type: none"> <li>• The delegation comprised of 17 senior officials from Ministry of Industry and Commerce, Ministry of Planning and Investment, Ministry of Finance, Bank of Lao, Prime Minister' Office, National Assembly Chamber of Commerce, and commercial banks.</li> </ul>
Knowledge exchange activity	February 21-22, 2017	Collaborative workshop ASEAN Audit Regulatory Group (AARG)	Chris Fabling	<ul style="list-style-type: none"> <li>• Participants from ASEAN financial sector regulatory authorities</li> </ul>
Workshop	May 3, 2017	Workshop on Payment Systems Oversight - April 12, 2017	Isaku Endo	<ul style="list-style-type: none"> <li>• Participants included officials of BNM Payment System Policy Department</li> </ul>
Global Conference	May 8-9, 2017	The World Bank-Securities Commission Malaysia: International Conference on Islamic Finance and Public Private Partnership (PPP) for Infrastructure	Ahmad Hafiz	<ul style="list-style-type: none"> <li>• 250 participants from some 20 countries joined this conference</li> </ul>
Knowledge exchange activity	May 19, 2017	Sharing Malaysia's Experience on Start-up SME Financing with India	Simon Bell	<ul style="list-style-type: none"> <li>• Participants include senior executives from banks, venture capital companies, entrepreneurs, FinTech, and seed funders in India</li> </ul>
Global Conference	May 22-23, 2017	World Bank-BNM: Global Microfinance Symposium	Djauhari Sitorus	<ul style="list-style-type: none"> <li>• More than 400 participants from countries in Asia Pacific, South Asia, Africa, Middle East, and Eastern Europe attended this conference</li> </ul>
Training	May 24-25, 2017	World Bank – BNM – Asian Banking School: Microfinance Training for Practitioners (MTP)	Djauhari Sitorus	<ul style="list-style-type: none"> <li>• About 100 participants joined this training</li> </ul>
Report	May 2017	Report on Malaysia Financial Inclusion	Jose De Luna Martinez	
	May 2017	Verification of the first green <i>sukuk</i>		<ul style="list-style-type: none"> <li>• The certification was completed. The first green <i>sukuk</i> was given a rating of Dark Green by the CICERO, which provides the Second Opinion for the issuance of green bonds.</li> <li>• A workshop on green certification for potential green certifiers was held with an objective to build up the capability of domestic green certifiers to cater to the growing domestic and regional green <i>sukuk</i>/bond markets</li> </ul>
	June 2017	Contribution to Rating Agency Malaysia's (RAM) annual publication on Islamic Finance	Ahmad Hafiz Aziz	<ul style="list-style-type: none"> <li>• Three papers delivered to RAM for final review and editing by September 2016</li> <li>• The publication is expected for June 2017</li> </ul>

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THEME 2: Enhancing Finance, Competitiveness and Innovation				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity	July 2017	IFRS implementation support for Lao PDR	Chris Fabling	<ul style="list-style-type: none"> <li>The draft IFRS Gap Analysis will be delivered in July 2017</li> <li>The IFRS Transition Plan will be delivered in September 2017</li> </ul>
Knowledge exchange activity	July 31 - August 1, 2017	Audit Oversight and Quality Assurance Support	Chris Fabling	<ul style="list-style-type: none"> <li>WB/Centre for Financial Reporting Reform (CFRR) team and the AARG co-led the workshop for non-AARG member countries in Bangkok</li> <li>Attended by over 20 participants from Cambodia, the Philippines, Vietnam, and Lao PDR</li> </ul>
Knowledge exchange activity	July - October 2017	Roadmap for Green Finance marketplace	Farah Hussain and Mohamed Rozani	<ul style="list-style-type: none"> <li>Consultations with the relevant government agencies were carried out.</li> </ul>
	July & October 2017	Green Bonds and Green <i>Sukuk</i> Issuance		<ul style="list-style-type: none"> <li>The first and the second green <i>sukuk</i> were issued respectively in Malaysia.</li> <li>A third and 4th green <i>sukuk</i> were issued</li> </ul>
	November & December 2017			<ul style="list-style-type: none"> <li>5 green <i>sukuk</i> and 1 green bond have been issued with total nominal of issuance of around MYR4.132 billion.</li> </ul>
	End of June 2018			<ul style="list-style-type: none"> <li>Worked with the World Bank team in Indonesia in supporting the issuance of green bonds in Indonesia, leveraging the Malaysian experiences.</li> </ul>
	August 2017 November 7, 2017	Giving Support to the ASEAN Capital Markets Forum (ACMF) in the ASEAN Green Bond initiative	Ashraf Arshad	<ul style="list-style-type: none"> <li>The World Bank conducted a survey of ASEAN member countries via ACMF to identify key issues affecting green market development.</li> <li>The survey findings were presented at the ACMF Chairs Meeting. Capacity building and technical assistance were proposed to the ASEAN member countries.</li> </ul>
Knowledge exchange activity	August 20-21, 2017	Collaborations WB-ASEAN on Global Findex Survey	Djahhari Sitorus	<ul style="list-style-type: none"> <li>At the 4th meeting of the ASEAN Working Committee on Financial inclusion (WC-FINC) in Brunei, WB delivered a presentation on the Findex survey and potential collaboration in conducting country-specific and ASEAN-focused study.</li> </ul>
Report	August 20-21, 2017	Report on ASEAN Digital Financial Services' regulations and other technical notes for ASEAN WG	Djahhari Sitorus	<ul style="list-style-type: none"> <li>August 20-21, 2017: Preliminary results of the report on stock-taking of the regulatory framework for Digital Financial Services (DFS) in ASEAN countries were presented at the 4th meeting of ASEAN Working Committee on Financial Inclusion (WC-FINC) in Brunei</li> <li>The full draft containing findings and recommendations was presented at the 5th WC-FINC meeting in Singapore on February 6-7, 2018.</li> <li>The final report was submitted in May 2018.</li> </ul>
Knowledge exchange activity	September 2017	IFRS Implementation Support	Chris Fabling	<ul style="list-style-type: none"> <li>In collaboration with MIA and AFA, WB completed the IFRS Gap Analysis and dissemination workshop.</li> <li>Hosted by Lao PDR, MOF – Accounting Department and was attended by 140 participants.</li> </ul>
Global Conference	September 19-20, 2017	A joint BNM-WBG Symposium on Development Finance Institutions (DFIs)	Ashraf Arshad	<ul style="list-style-type: none"> <li>September 19-20, 2017: The symposium was successfully held and recorded more than 500 participants. It was jointly officiated by Tan Sri Muhammad Ibrahim, Governor of BNM, and Ms. Caroline Heider, World Bank Group Director General and Senior Vice President, Independent Evaluation Group.</li> <li>As a follow-up, BNM requested support of the World Bank on (i) implementing its initiative to strengthen the M&amp;E and performance measurement frameworks for the six DFIs under BNM's purview and (ii) jointly organizing the 2nd Global DFI Symposium in 2019.</li> </ul>



## THEME 2: Enhancing Finance, Competitiveness and Innovation

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity	October 2017	Workshops on Green Finance	Mohamed Rozani/ Hafiz Aziz	<ul style="list-style-type: none"> <li>Organized the 2nd workshop on Green Finance, which was attended by the various banking associations in Malaysia</li> <li>The World Bank participated in a Technical Workshop on green bonds in Jakarta to share Malaysia's experience in issuing a green <i>sukuk</i>, as well as to socialize the ASEAN Green Bond standard.</li> <li>Organized a joint technical workshop on green finance in Sarawak with Securities Commission Malaysia and Capital Markets Malaysia</li> </ul>
	January 2018			
	April 2018			
	November 30, 2017	Technical Assistance (TA) to Countries on Greenback and Remittance	Isaku Endo	<ul style="list-style-type: none"> <li>Greenback 2.0 Project, a joint closing event with BNM, was held in Johor Bahru to celebrate the successful conclusion of the two-year journey. A report was produced, and the impact of the project included a 40% decrease in remittance fees and numerous regulated remittance awareness campaigns for migrants and SMEs</li> </ul>
Global Conference	December 12-13, 2017	International Symposium on Islamic Finance and the Sustainable Development Goals (in partnership with INCEIF and IDB)	Abayomi A. Alawode	<ul style="list-style-type: none"> <li>December 12-13 2017: The 3rd International WB-IDB-Guidance Symposium on Islamic Finance was held, jointly organized between WBG, IDB, and INCEIF.</li> <li>The theme was "Islamic Finance and the Sustainable Development Goals (SDGs)". Datuk Seri Johari Abdul Ghani, former Finance Minister II, Governor Tan Sri Muhammad Ibrahim, and Dr. Mahmoud Mohieldin, World Bank's SVP for 2030 Development Agenda and United Nations Relations, delivered key remarks.</li> </ul>
	December 13-15, 2017	Technical Assistance Mission to Nepal	Isaku Endo	<ul style="list-style-type: none"> <li>BNM and the World Bank undertook a joint mission to Nepal with the objective of addressing the issue of the use of unregulated remittance channels, in particular Hundi, through policy dialog and strategic collaboration between the Malaysian and Nepalese authorities.</li> </ul>
	January 3, 2018	Certification of Pilot Project		<ul style="list-style-type: none"> <li>The certification was completed. The first green <i>sukuk</i> was given a rating of Dark Green by the CICERO, which provides the Second Opinion for the issuance of green bonds.</li> <li>A workshop on green certification for potential green certifiers was held with an objective to build up the capability of domestic green certifiers to cater to the growing domestic and regional green <i>sukuk</i>/bond markets</li> </ul>
	March 4, 2018		Isaku Endo	<ul style="list-style-type: none"> <li>The official opening event for Greenback 2.0 Kota Kinabalu took place. The World Bank provided guidance to BNM to implement Greenback 2.0 in Kota Kinabalu</li> </ul>
	March 12-16, 2018	The World Bank mission team		<ul style="list-style-type: none"> <li>The World Bank mission team visited Malaysia to learn about the current progress of this initiative and to discuss the scope of future assistance on this topic.</li> </ul>
Knowledge exchange activity	April 2018	Partnership with INCEIF and BNM in the development of Environmental and Social Impact Assessment Framework (ESIAF) for Value Based Intermediation		<ul style="list-style-type: none"> <li>Jointly organised a workshop with INCEIF and BNM on Environment &amp; Social Impacts Assessment Framework for Value-Based Intermediation.</li> </ul>

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THEME 2: Enhancing Finance, Competitiveness and Innovation				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity	April 2-5, 2018	South-to-South Knowledge Exchange: workshop on Sustainable Credit Guarantee Schemes for SMEs	Wei Zhang	<ul style="list-style-type: none"> <li>The World Bank received requests from eight countries (Bangladesh, Cambodia, Indonesia, Lao PDR, Myanmar, Papua New Guinea, Saudi Arabia, and Thailand) to facility a knowledge exchange event on Credit Guarantee Schemes for SMEs.</li> <li>The World Bank, with supports from BNM, organized a 4-day workshop for the participants from the eight countries on developing the SME sector and implementing effective and sustainable credit guarantee operations.</li> </ul>
Knowledge exchange activity	April 5-6, 2018	Collaborations WB-ASEAN on Global Findex Survey	Djauhari Sitorus	<ul style="list-style-type: none"> <li>World Bank presented the summary of the 2017 Global Findex survey at the Finance and Central Bank Deputies' meeting in Singapore.</li> </ul>
	May 2018	A case study on the Malaysia's Employees Provident Fund (EPF)	Ashraf Arshad	<ul style="list-style-type: none"> <li>After the concept note had been developed, the data collection process and interviews were carried out and completed in December 2017.</li> <li>The study report was completed in April 2018 and published in May 2018.</li> </ul>
Global Conference	May 8-10, 2018	Global Forum on Remittances, Investment and Development (GFRID) 2018 – Asia-Pacific	Isaku Endo	<ul style="list-style-type: none"> <li>Jointly organized by BNM, IFAD, and the WBG and it was attended by over 400 participants from 50 countries. The event highlighted the contribution of migrant remittances and diaspora investment in Asia-Pacific to achieve the SDGs and their targets.</li> <li>The GFRID shared good practices to leverage remittances for development in the Asia-Pacific marketplace, including through public-private partnerships; identified measures to reduce the cost of remittances, through market competition, innovative business models, and the use of modern technologies; and reflected on regulatory barriers and other constraints to lower remittance costs, promote diaspora investment, and facilitate financial inclusion.</li> </ul>
Global Conference	May 14-15, 2018	International Conference on "Harnessing Islamic Finance for Green Future"	Abayomi A. Alawode	<ul style="list-style-type: none"> <li>The SC, World Bank and IOSCO Asia Pacific Hub Conference on Harnessing Islamic Finance for a Green Future was held at Securities Commission Malaysia</li> </ul>
	June 2018		Isaku Endo	<ul style="list-style-type: none"> <li>A study regarding the use of Hundi for remittances between Malaysia and Nepal to be delivered in June 2018.</li> </ul>
Report		Report on Malaysia's Transformation of the Money Services Business Sector	Isaku Endo	<ul style="list-style-type: none"> <li>At BNM's request, the World Bank prepared a report on the Transformation of the Money Services Business sector in Malaysia.</li> </ul>
		Global SME Finance Technical Notes		<ul style="list-style-type: none"> <li>A series of policy briefs have been prepared and delivered on the topics of FinTech, credit guarantee, development banks, and SME finance</li> </ul>
		A WBG-Cambridge Survey on FinTech	Margaret Miller	<ul style="list-style-type: none"> <li>The questionnaire for the 2018 Cambridge-World Bank Global Alternative Finance Securities Regulator Survey was prepared. The portal for hosting a database of global data on the alternative finance industry has been created</li> </ul>
		Workshop on Measuring the Cost of Payments in Malaysia	Isaku Endo	<ul style="list-style-type: none"> <li>Conducted a series of workshops for BNM and payment service providers on the methodology of the study of measuring the cost of payments.</li> </ul>
Report		A Global Survey Report on Development Financial Institutions	Jose De Luna Martinez	<ul style="list-style-type: none"> <li>The draft report was prepared in December 2017 and the final report was completed in April 2018.</li> </ul>
Knowledge exchange activity	July 16, 2018	Regional launch of the new Global Findex Report 2017	Mohamed Rozani	<ul style="list-style-type: none"> <li>Shared the latest finding of the 2017 survey, especially on ASEAN countries.</li> </ul>

## THEME 2: Enhancing Finance, Competitiveness and Innovation

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity	August 9-10, 2018	DFIs Performance Measurement Framework Forum	Ashraf Arshad	<ul style="list-style-type: none"> <li>It highlighted the new economic landscape &amp; the role of DFIs, data analytics, as well as performance measurement indicators, among other things.</li> </ul>
Knowledge exchange activity	September 13, 2018	A Roundtable on Maximizing Social Impact Through Waqf Solutions	Ahmad Hafiz	<ul style="list-style-type: none"> <li>Organized by WB-INCEIF-ISRA on Islamic social finance tools in the alleviation of poverty and socioeconomic development throughout history</li> </ul>
Knowledge exchange activity	October 2, 2018	The WB-WWF Sustainable Finance Forum and the launch of the report on Green Bond Proceeds Management and Reporting	Mohamed Rozani	<ul style="list-style-type: none"> <li>The forum gathered more than 120 market players from financial regulators, banks, institutional investors, policymakers, and practitioners to share their experiences in incorporating ESG criteria into their investment and business processes, and their approaches to responsible and sustainable investments</li> </ul>
Knowledge exchange activity	October 2, 2018	Conference on Corporate Governance of Islamic Financial Institutions	Abayomi A. Alawode	<ul style="list-style-type: none"> <li>The conference is a CIBAFI-WB commitment to help foster the development of Islamic finance globally in corporate governance</li> </ul>
Knowledge exchange activity	October 9, 2018	Sustainable Finance Forum at the WB-IMF Annual Meetings in Bali	WB Malaysia Hub and Indonesian team	<ul style="list-style-type: none"> <li>Share the work done on green and sustainable financing in the EAP region</li> </ul>
Knowledge exchange activity	October 18, 2018	Workshop on Implementing Value-Based Impact Assessment Framework - Learning from Practitioners with BNM and SBN	Wei Zhang	<ul style="list-style-type: none"> <li>The 1st technical Workshop was organized to share the experience of SBN member countries on incorporating ESG into the credit process</li> </ul>
Knowledge exchange activity	October 30, 2018	Case Study on the Employees Provident Fund (EPF) of Malaysia	Wei Zhang	<ul style="list-style-type: none"> <li>The case study provided lessons and policy measures, while providing insights for an efficient provident system for developing countries, drawing from Malaysia's experiences</li> </ul>
Knowledge exchange activity	November 4, 2018	Outreach Fair in Kota Kinabalu for Greenback 2.0	Isaku Endo	<ul style="list-style-type: none"> <li>On eWallet and remittances</li> </ul>
Knowledge exchange activity	December 3-7, 2018	WB-BNM Global Payment Week	Isaku Endo	<ul style="list-style-type: none"> <li>The forum provided a P2P exchange platform among national and regional authorities.</li> </ul>
Knowledge exchange activity	December 11, 2018	WB-INCEIF-IRTI Annual Conference on Islamic Finance, Inclusion and Poverty Alleviation	Ahmad Hafiz	<ul style="list-style-type: none"> <li>The event discussed recent developments and exchange ideas on policies to eradicate poverty, improve living standards and well-being, and promote inclusive societies.</li> </ul>
Knowledge exchange activity	December 14, 2018	Global High Growth Entrepreneurship Report	Smita Kuriakose	<ul style="list-style-type: none"> <li>The report was launched jointly with the newly formed Ministry of Entrepreneur Development with a view to undertake similar work for Malaysian firms</li> </ul>
Knowledge exchange activity	March 21, 2019	Launch of JomKirim	Isaku Endo	<ul style="list-style-type: none"> <li>JomKirim is a 1-year private sector-led campaign to promote the use of e-remittances until the end of Greenback 2.0 Kota Kinabalu 2020</li> </ul>
Knowledge exchange activity	April 2-3, 2019	Regional Conference on "Constructing and Financing Affordable Housing Across Asia"	Wei Zhang	<ul style="list-style-type: none"> <li>The two-day event focused on the SDG goal of safe, adequate, and affordable housing for all</li> </ul>
Knowledge exchange activity	April 24-25, 2019	Joint Regional Conference on NPL Resolution with BNM	Wei Zhang	<ul style="list-style-type: none"> <li>The conference laid out the building blocks necessary for an effective NPL resolution strategy</li> </ul>
Knowledge exchange activity	April 29-30, 2019	Conference on 'Enhancing Financial Inclusion through Islamic Finance and FinTech	Ahmad Hafiz	<ul style="list-style-type: none"> <li>The conference discussed the use of Islamic finance to support financial inclusion, including the use of Islamic social finance instruments and FinTech to eradicate poverty and promote shared prosperity</li> </ul>
Knowledge exchange activity	April 30, 2019	Forum on 'Aligning Sustainable Finance with SDGs'	Ahmad Hafiz	<ul style="list-style-type: none"> <li>Forum in Putrajaya specifically for key ministries and their related agencies discussed on how Malaysians stakeholders can leverage sustainable finance in the implementation of the SDGs.</li> </ul>

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THEME 2: Enhancing Finance, Competitiveness and Innovation				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity	May 2, 2019	Workshop on Impact Reporting for Green <i>sukuk</i> /bond with Capital Market Malaysia	Ahmad Hafiz	<ul style="list-style-type: none"> <li>This is the 3rd technical workshop with CM2 with the objectives to update industry players on best practices and international trends in green finance</li> </ul>
Knowledge exchange activity	May 3, 2019	Forum on Performance Measurement for DFIs	Ashraf Arshad	<ul style="list-style-type: none"> <li>Forum in Putrajaya specifically for key ministries and their related agencies that are involved with DFIs in the country</li> </ul>
Knowledge Event	Oct 2019	Knowledge exchange between Lao PDR and Malaysia on public private dialog in business regulatory reforms	Smita Kuriakose	<ul style="list-style-type: none"> <li>About 150 high-level delegates</li> </ul>
Knowledge event	February 2020	Competition in the Financial Sector workshop	Rekha Reddy	<ul style="list-style-type: none"> <li>50 pax attended</li> </ul>
Report	February 2020	Lessons Learnt from Malaysia's SME Masterplan	Smita Kuriakose	<ul style="list-style-type: none"> <li>The report was launched in Feb 2020. Was attended by 150 participants</li> </ul>
Knowledge event	February 2020	Launch of SME Masterplan	Smita Kuriakose	<ul style="list-style-type: none"> <li>150 pax attended</li> </ul>
Knowledge event	February 2020	Closing of Greenback 2.0 Kota Kinabalu	Isaku Endo	<ul style="list-style-type: none"> <li>150 pax, three countries (The Philippines, Indonesia, Malaysia)</li> </ul>
Knowledge event	January 2020	Visit of Saudi Delegation on credit guarantee for SMEs	Wei Zhang	<ul style="list-style-type: none"> <li>Seven delegates from MOF Saudi</li> </ul>
Knowledge event	February 2020	Building Sustainable SME Finance Ecosystems in a Digital Age	Wei Zhang	<ul style="list-style-type: none"> <li>50 participants, 20 countries</li> </ul>
Knowledge Event	February 2020	Cambodia delegation: Development banks and SME finance knowledge exchange	Wei Zhang	<ul style="list-style-type: none"> <li>Five delegates from MOFE met with BNM, SME Corp, and SME Bank</li> </ul>
Report	March 2020	Policy Note: Mitigating the Impact of the COVID-19 Pandemic: Global Policy Measures for the Financial Sector	Rekha Reddy	<ul style="list-style-type: none"> <li>Provided to BNM on March 27 and PIDM on April 4</li> </ul>
Report	March 2020	Boosting competitiveness chapter for the High-Income Transition report	Smita Kuriakose	<ul style="list-style-type: none"> <li>The chapter will be formally published and launched with the High-Income Transition Report in FY21</li> </ul>
Report	April 2020	Policy note – Financing Firms in Hibernation during the COVID-19 Pandemic	Rekha Reddy	<ul style="list-style-type: none"> <li>Research and Policy Brief published April 20</li> </ul>
Knowledge event	April 2020	Environmental Information Disclosure by Financial Institutions and Green Bond Issuers	Mohamed Rozani	<ul style="list-style-type: none"> <li>2,400 participants, more than 45 countries</li> </ul>
Knowledge event	April 2020	Webinar on Risk Transfer Solutions for Pandemic and Natural Disaster Risks	Mohamed Rozani	<ul style="list-style-type: none"> <li>more than 90 participants, about five countries</li> </ul>
Knowledge event	April 2020	Webinar on Asian Provident Funds Study with EPF	Wei Zhang/Fiona Steward	<ul style="list-style-type: none"> <li>12 executives of EPF participated</li> </ul>
Report	April 2020	Policy Note on "Policy Options to Help the Private Sector Weather the Economic Impacts of the COVID-19 Crisis in Malaysia."	Smita Kuriakose	<ul style="list-style-type: none"> <li>The note was shared with EPU, the Economic Action Council, MITI, and SME Corp.</li> </ul>
Knowledge event	May 2020	Webinar: Borrower Relief Measures: Lessons for East Asia	Rekha Reddy	<ul style="list-style-type: none"> <li>200 participants, more than 10 countries</li> </ul>
Knowledge event	May 2020	Webinar: Changing Perspectives: Addressing Climate-related Risks in the Financial Sector	Wei Zhang	<ul style="list-style-type: none"> <li>100 participants, more than five countries</li> </ul>
Knowledge event	May 2020	Webinar on Islamic Finance : Responding to COVID-19: How Islamic Finance Can Help	Abayomi Alowade	<ul style="list-style-type: none"> <li>200 participants, more than five countries</li> </ul>

## THEME 2: Enhancing Finance, Competitiveness and Innovation

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge event	May 2020	Webinar on Digital Payments and Remittances in the times of COVID-19	Wei Zhang	• More than 200 participants, more than 10 countries
Knowledge event	May 2020	Webinar: E-Commerce for SMEs: Learning from the Field in East Asia	Wei Zhang/Smita Kuriakose	• 100 participants, more than 10 countries
Knowledge event	May 2020	Webinar on Maintaining finance for firms impacted by COVID-19	Rekha Reddy	• 280 participants, more than 10 countries. VIP guest Mari Pangestu, WB MD
Knowledge event	May 2020	Webinar on Securing Social Transfer in the time of COVID-19	Wei Zhang	• More than 120 participants, about eight countries
Knowledge event	May 2020	Webinar on Sovereign Social Bonds to fight COVID-19	Mohamed Rozani	• About 100 participants, about five countries
Report	May 2020	Report on WBSC conference on Islamic Finance	Abayomi Alawode	• Conference Proceedings with a focus on Islamic Finance for SDGs. Publishing now online
Report	May 2020	Report on PEMUDAH case study	Smita Kuriakose	• The report will be formally launched in FY21. In addition, knowledge exchanges with peer countries will also be organized
Knowledge event	June 2020	Workshop with BNM on EKYC and Digital Signature to Support COVID-19 Recovery	Rekha Reddy	• 50 expected from BNM
Knowledge event	June 2020	Workshop with PIDM and IADI (International Association of Deposit Insurers) on "Preparing our Path to the New Normal"	Rekha Reddy	• 85 members expected from 13 countries throughout EAP
Knowledge Event	June 2020	Knowledge exchange between Malaysia and Belarus on digitization	Smita Kuriakose	• About 50 high-level delegates
Report	June 2020	Report: Developing a National Green Taxonomy A World Bank Guide	Wei/Farah/Rozani	• To be disseminated upon CMU clearance. E-launching and dissemination webinars planned for July-Sept 2020
Report	June 2020	Report: Islamic Finance and Financial Inclusion in Malaysia	Abayomi Alawode	• E-launching in June-July 2020
Report	June 2020	Capital Market Development: Lessons from Malaysia	Ana Maria Aviles	• E-launching in July 2020
Report	June 2020	Payment cost study (with BNM)	Isaku Endo	• Will be published and disseminated upon BNM clearance
Report	June 2020	Report on Assessing the Effectiveness of Public Research Institutions	Smita Kuriakose	• The report will be formally launched in FY21. A workshop with key stakeholders will be held to discuss the policy recommendations and next steps
Report	July 2020	Report: Islamic Fintech	Abayomi Alawode	• E-launching in July 2020

Link to presentations of COVID-19 webinars hosted by the Finance, Competitiveness and Innovation Practice:

<https://www.worldbank.org/en/country/malaysia/brief/finance-competitiveness-and-innovation-webinars-2020>

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

THEME 3: Enhancing Public Sector Management				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
<b>REPORT</b>				
Report (PSP/ PFM)	December 21, 2016 and May 2017	Budgeting for Performance in Malaysia: Public Sector Reform Assessment Note	Rob Boothe/ Bernard Myers	<ul style="list-style-type: none"> <li>Draft assessment discussed with MoF/NBO</li> <li>Review meeting held on December 21, 2016</li> <li>Revised version made available in May 2017</li> </ul>
Report (PSP)	February and June 2017	Open Data Readiness Assessment (ODRA)	Rob Boothe/ Carolina Vaira	<ul style="list-style-type: none"> <li>Review meeting held February 2017</li> <li>Launch planned for June 2017 with key counterpart MAMPU</li> </ul>
Report (PSP)	March 30, 2017 and June 2017	New Approaches to Better Service Delivery: Lessons from Malaysia's efforts to improve early grade literacy and numeracy – Literacy and Numeracy Screening (LINUS)	Jana Kunicova/ Lars Sondergaard/ Jeeva Govindasamy	<ul style="list-style-type: none"> <li>Draft assessment discussed with PADU (Ministry of Education) and PEMANDU</li> <li>Review meeting held on March 30, 2017</li> <li>Revised version to be available by June 2017</li> <li>Report dissemination mission with global experts by Q4 2017</li> </ul>
Report (PSP)	April and May 2017	Driving Performance from the Center: Malaysia's Experience with PEMANDU	Jana Kunicova	<ul style="list-style-type: none"> <li>Report published in April 2017; launched in Washington, D.C. in April, and in Kuala Lumpur and Singapore in May 2017</li> </ul>
Report (PSP)	May 2017	Land Management Notes	Jana Kunicova/ Katherine Kelm	<ul style="list-style-type: none"> <li>Review meeting planned for May 2017</li> </ul>
Report (PSP)	May and November 2017	Enhancing Public Sector Performance: Malaysia's Experience with Transforming Land Administration	Jana Kunicova/ Katherine Kelm	<ul style="list-style-type: none"> <li>Review meeting held May 2017</li> <li>Report published and launched in November 2017, officiated by Tan Sri Ali Hamsa, KSN</li> </ul>
Report (PSP)	December 2017 and February 2018	Improving Education Sector Performance in Malaysia: Lessons from Delivery Unit Approach	Jana Kunicova/ Lars Sondergaard/ Jeeva Govindasamy	<ul style="list-style-type: none"> <li>Report was published in December 2017 and launched jointly by the World Bank and Ministry of Education and its delivery unit, PADU in February 2018</li> </ul>
Report (PSP/ PFM)	March 2018 and June 2018	Budgeting for Performance in Malaysia: Public Sector Reform Assessment Note	Bernard Myers	<ul style="list-style-type: none"> <li>Summary findings presented to PEMNA Budget Community of Practice in Kuala Lumpur in March 2018</li> <li>Report to be published and launched in May/ June 2018</li> </ul>
Report (PME)	August 2018	Budgeting for Performance in Malaysia	Bernard Myers	<ul style="list-style-type: none"> <li>Published report presented at August 2018 roundtable in Kuala Lumpur, with representatives of NBO, line ministries, research institutions, and international experts</li> <li>Summary of discussion disseminated among 75 Malaysian participants</li> </ul>
Report (PSP)	October 2018	Improving Public Sector Performance through Innovation and Inter-agency Coordination	Jana Kunicova/ Bernard Myers	<ul style="list-style-type: none"> <li>Published in October 2018 and launched at conference in Washington, D.C.</li> <li>Full report and executive summary distributed globally</li> </ul>
Report (PME)	July 2019	Assessment of Malaysia's National Development Planning System	Deryck Brown/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>Decision meeting completed in June 2019, with final version of the report shared with MEA</li> <li>Presented findings at the 12th Malaysia Plan Kick-off Conference, July 2019</li> </ul>
<b>KNOWLEDGE-EXCHANGE ACTIVITIES</b>				
Knowledge exchange activity (PSP)	February 19, 2016	Sharing Malaysia's experience with Outcome-Based Budgeting through a graduate course at Georgetown University		<ul style="list-style-type: none"> <li>Number of attendees: 20+</li> <li>Number of countries benefiting: 1+ (United States, although Georgetown has an international student body)</li> <li>Number of sectors: 1</li> </ul>
Knowledge exchange activity (PSP)	April 10-13, 2016	Sharing Malaysia's experience in "Managing Performance in Education Sector from the Center of Government" presented at the IMF-Middle East Center for Economics and Finance (CEF) Course on Regional MENA Governance and Service Delivery.	Jana Kunicova	<ul style="list-style-type: none"> <li>Number of attendees: 27</li> <li>Number of countries benefiting: 11 (Middle East and North Africa)</li> <li>Number of sectors: 3+</li> <li>Participants were exposed to four days of lectures by the World Bank staff sharing international experience. The presentation of Malaysia's experience received the highest participant satisfaction ratio of the entire course (4.7/5.00)</li> </ul>

## THEME 3: Enhancing Public Sector Management

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity (EDP/ PFM)	August 29-31, 2016	Malaysia's experience with Public Investment Management (PIM) guidelines: lessons for Cambodia	Jana Kunicova/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• 20+ officials at various meetings/presentations</li> <li>• Joint visit to Phnom Penh, Cambodia by EPU and WB staff to respond to the request from the Royal Government of Cambodia</li> <li>• Joint with the existing WB engagement in Cambodia (Public Expenditure Review/PIM assessment)</li> </ul>
Knowledge exchange activity (PSP)	September 15, 2016	Malaysia's GLC transformation: lessons for Zimbabwe (via videoconferencing)	Jana Kunicova/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Number of attendees: 20+ Zimbabwean government officials and WB staff</li> <li>• Presentation via videoconferencing by Khazanah Nasional, facilitated by WB</li> </ul>
Knowledge exchange activity (EDP)	October 19, 2016	National Development Planning System: presentation of Malaysia's experience for the South African Presidency (via videoconferencing)	Rob Boothe / Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Number of attendees: 20+ South African government officials and WB staff in Pretoria, South Africa</li> <li>• Presentation by WB Malaysia staff, with possible follow up through EPU for further direct exchange</li> </ul>
Knowledge exchange activity (PSP)	November 21-25, 2016 February 2, 2017	Malaysia's experience public service management – performance and wage bill: lessons for Lao PDR	Jana Kunicova	<ul style="list-style-type: none"> <li>• 20+ officials at various meetings/ presentations</li> <li>• WB staff visit to Vientiane to respond to the request of the Government of Lao PDR</li> <li>• Joint with the existing World Bank engagement in Lao PDR (Public Expenditure Review/civil service reform discussions)</li> <li>• Follow-on workshop with Malaysian PSD officials delivered in February 2017</li> </ul>
Knowledge exchange activity (PSP)	December 13-15, 2016 March 20-24, 2017	Malaysia's experience with improving administrative service delivery, Urban Transformation Centers, and delivery units: Lessons for Albania	Jana Kunicova	<ul style="list-style-type: none"> <li>• Visit by World Bank Albania staff to explore a study visit by an Albanian government delegation in Spring 2017</li> <li>• Knowledge sharing meetings by MOF-NSU, MAMPU, and PEMANDU</li> <li>• Albanian delegation study visit materialized in March 2017</li> </ul>
Knowledge exchange activity (PSP)	January 26-27, 2017	Innovations in Service Delivery: Malaysian lessons for Cambodia	Jana Kunicova	<ul style="list-style-type: none"> <li>• Number of attendees: 300+ Cambodian public sector officials</li> <li>• Presentations delivered by Malaysian representatives (MAMPU, NSU/MOF) on ICT in service delivery and NBOS (Urban Transformation Centre) initiatives</li> </ul>
Report launch (PSP)	April 21, 2017 (DC) and May 9, 2017 (KL)	PEMANDU Assessment Launch	Jana Kunicova	<ul style="list-style-type: none"> <li>• Presentations with VIPs in Washington, D.C. in April and in Kuala Lumpur in May 2017.</li> </ul>
International workshop (PSP)	May 3-5, 2017	Innovations in Service Delivery: Lessons from One-Stop Shops (Singapore - Johor Bahru)	Jana Kunicova	<ul style="list-style-type: none"> <li>• Collaboration with UNDP Global Centre of Public Service Excellence in Singapore</li> <li>• Will include a site visit to the Urban Transformation Centre, Johor Bahru</li> </ul>
Knowledge exchange activity (PSP/ PFM)	May 8-10, 2017	PEMNA	Bernard Myers/ Miki Matsuura	<ul style="list-style-type: none"> <li>• Public Expenditure on Education – Upgrading Human Capital in Addressing Poverty and Inequality Issues</li> <li>• PEMANDU and MOF will be participating</li> </ul>
Report launch (PSP)	May 25, 2017	ODRA Report Launch	Carolina Vaira/ Bernard Myers	<ul style="list-style-type: none"> <li>• Dissemination of the ODRA finding with government VIPs</li> </ul>
Knowledge exchange activity (PSP)	June 2017	Malaysia's GLC transformation: lessons for the Caribbean	Jana Kunicova/ Fanny Weiner	<ul style="list-style-type: none"> <li>• Study visit of government officials from the Caribbean</li> </ul>
Knowledge exchange activity (PSP)	June 13, 2017	Vietnam 2035 conference: lessons from Malaysia on GRP and CoG issues	Jana Kunicova	<ul style="list-style-type: none"> <li>• Sharing Malaysia's experience on GRP and CoG issues</li> </ul>
Knowledge Exchange Activity (PSP)	August 28-30, 2017	Indonesian Delegation visit on Talent Management in Malaysia Civil Service	Erwin Ariadharma/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Delegation from BAPPENAS, Indonesia.</li> <li>• Number of participants: 33</li> </ul>
Knowledge Exchange Activity (EDP)	October 3-4, 2017	Inaugural Planning Community of Practice	Deryck Brown/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Attended by planning officials from seven different countries in Southeast Asia.</li> <li>• Number of participants: 60</li> </ul>

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

THEME 3: Enhancing Public Sector Management				
PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Report launch (PSP)	November 15, 2017	Enhancing Public Sector Performance: Malaysia's Experience with Transforming Land Administration	Jana Kunicova/ Katherine Kelm	<ul style="list-style-type: none"> <li>• Officiated by TS KSN</li> <li>• Attended by 120+ Malaysian public officials and the press</li> </ul>
Report launch (PSP)	February 7, 2018	Improving Education Sector performance in Malaysia: Lessons from a Delivery Unit Approach	Jana Kunicova/ Lars Sondergard/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Attended by 150+ Malaysian public officials and the press</li> </ul>
Knowledge exchange activity (PSP)	February 26, 2018	Azerbaijan-Malaysia knowledge exchange on delivery unit methods (via videoconference)	Jana Kunicova	<ul style="list-style-type: none"> <li>• Requested by the Azeri counterparts looking to improve M&amp;E of priority programs from the center of government</li> <li>• Main Malaysian counterpart: PEMANDU</li> <li>• Number of participants: 3</li> </ul>
Knowledge exchange activity (EDP)	March 1-2, 2018	Steering Committee Meeting of the Planning Community of Practice	Jeevakumar Govindasamy/ Deryck Brown	<ul style="list-style-type: none"> <li>• Attended by senior planning officials from six different countries in Southeast Asia.</li> <li>• Number of participants: 8</li> </ul>
Knowledge exchange activity (PSP)	March 6, 2018	Gabon-Malaysia knowledge exchange on e-governance (via videoconference)	Jana Kunicova/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Requested by World Bank colleagues working with the Government of Gabon on e-governance to learn from Malaysia's experience</li> <li>• Main Malaysian counterpart: MAMPU</li> <li>• Number of participants: 60</li> </ul>
Knowledge Exchange Activity (PFM)	March 6-8, 2018	PEMNA Budget Community of Practice (B-CoP) Meeting in Kuala Lumpur	Bernard Myers	<ul style="list-style-type: none"> <li>• Attended by budget officials from 12 countries across East Asia, plus experts from the OECD and Russian Federation</li> <li>• Number of participants: 60</li> </ul>
Knowledge exchange activity (PSP)	March 19-23, 2018	Vietnam Office of the Government (OOG) study visit to Malaysia	Jana Kunicova	<ul style="list-style-type: none"> <li>• Delegation of 30+ high-level Vietnamese officials led by the Deputy Minister for OOG</li> <li>• Topics included center of government M&amp;E approaches (CSDU, PEMANDU); UTCs; education service delivery (PADU); regulatory reform (PEMUDAH).</li> </ul>
Knowledge exchange activity (PSP)	March 20, 2018	Cambodia-Malaysia knowledge exchange on ICT strategy formulation (via videoconference)	Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Requested by the Ministry of Interior, Royal Government of Cambodia, to build capacity to develop their ICT strategy</li> <li>• Main Malaysian counterpart: MAMPU</li> <li>• Number of participants: 15</li> </ul>
Knowledge exchange activity (PSP)	April 3, 2018	Egypt-Malaysia knowledge exchange on delivery unit methods (via videoconference)	Jana Kunicova	<ul style="list-style-type: none"> <li>• Requested by Egyptian counterparts looking to establish a delivery unit at the center of government</li> <li>• Main Malaysian counterpart: PEMANDU</li> <li>• Number of participants: 5</li> </ul>
Knowledge exchange activity (PSP)	April 16-18, 2018	Ukraine-Malaysia knowledge exchange on delivery unit methods in education	Jana Kunicova/ Lars Sondergard/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• A 3-member delegation of the senior officials from PADU, MOE, and the Bank team traveled to Kyiv, Ukraine, at the invitation of Lidia Hrynevych, the Minister of Education, Government of Ukraine</li> <li>• Aside from the meeting with the Minister, the team delivered a full-day workshop to the audience of 50+ Ukrainian officials</li> </ul>
Knowledge Exchange Activity (PFM)	May 2-4, 2018	PEMNA Plenary meeting of Budget and Treasury Communities of Practice in Siem Reap, Cambodia	Bernard Myers	<ul style="list-style-type: none"> <li>• Attended by officials from 14 countries across East Asia</li> <li>• Malaysia officials share their experience related to "Strengthening revenue and budget management to support national policy priorities."</li> <li>• Number of participants: 200+</li> </ul>
Planning Community of Practice (PCoP)	November 2018	Technical workshop consisting senior planning officials from the South East Asia region.  Workshop focused on implementation of national development plans.	Deryck Brown/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• About 50 senior middle-level officials from eight countries. Joint collaboration between WB and Ministry of Economic Affairs</li> <li>• Countries benefiting: 8</li> <li>• Sectors: 1</li> </ul>
Knowledge exchange activity (PFM)	December 2018	Sharing Malaysia's experience on E- learning of public finance management with Lao PDR	Abdullah Maamor	<ul style="list-style-type: none"> <li>• Delegation: Two officials from INTAN were speakers at the workshop attended by 75 Lao PDR officials</li> <li>• Number of countries benefiting: 1</li> <li>• Number of sectors: 1</li> </ul>



## THEME 3: Enhancing Public Sector Management

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity (PME)	March 2019	Sharing Malaysia's experience national development planning, delivery units, and performance budgeting	Jeevakumar Govindasamy/ Abdullah Maamor	<ul style="list-style-type: none"> <li>• Delegation: Nine senior officials, minister, deputy minister from Croatia</li> <li>• Number of countries benefiting: 1</li> <li>• Meetings include Deputy Minister of MOF</li> <li>• Number of sectors: 1</li> </ul>
Knowledge exchange activity (PSP)	July – October 2019	MEM on Re-energizing the Public Service	Rajni Bajpai	<ul style="list-style-type: none"> <li>• Launched in July 2019 and held dissemination activities to the Public Service Department, in Sabah, Penang, and Singapore</li> </ul>
Knowledge exchange activity (PME)	October, 2019	Assessment of Malaysia's National Development Planning System	Deryck Brown/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Decision meeting completed in June 2019, with final version of the report shared with MEA</li> <li>• Presented findings at the 12th Malaysia Plan Kick-off Conference, July 2019</li> </ul>
Knowledge exchange activity (PSP)	October 14-15, 2019	Enhancing Public Sector Performance Workshop	Shahrul Natasha Halid/ Abdullah Maamor	<ul style="list-style-type: none"> <li>• Held at World Bank Office</li> <li>• A 2-day workshop in collaboration with the Public Services Department. The workshop focused on issues and trends in governance and public sector performance. It was attended by 30 high-potential, mid-senior level government officials from various ministries.</li> </ul>
Knowledge exchange activity (PSP)	October 22-25, 2019	Participation EU Workshop on Public Sector Productivity, Brussels	Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Purpose is to partner with the Bureaucracy Lab in organizing a similar workshop for Malaysia</li> <li>• Short concept note prepared</li> </ul>
Planning Community of Practice (PCoP)	December 2019	Third Technical workshop, based on feedback from PCoP member countries, continued its focus on the Alignment and Coordination Between National and Subnational Development Planning.	Deryck Brown/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Jointly organized by the World Bank and the National Economic and Development Authority (NEDA) of Philippines</li> <li>• About 50 senior-middle level officials from eight countries</li> </ul>
Knowledge exchange activity (PSP)	January 14, 2020	Bank Rakyat Forum on Institutionalization of Reforms in the New Malaysia	Rajni Bajpai	<ul style="list-style-type: none"> <li>• Presentation by WBG</li> <li>• Held in KL Sentral</li> </ul>
Knowledge exchange activity (PSP)	January 21, 2020	Asia-Pacific Economic Cooperation (APEC) Finance Ministers' Process (FMP) 2020 Priority Areas Brainstorming Session/ Workshop	Rajni Bajpai	<ul style="list-style-type: none"> <li>• Held in MOF, Putrajaya</li> </ul>
Knowledge exchange activity (PSP)	January 22, 2020	IDEAS KL Roundtable 2020: GLC Reform Agenda	Bernard Myers/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Workshop report available</li> </ul>
Knowledge exchange activity (PSP)	February 3-12, 2020	MAPS (Procurement Assessment) Mission, Putrajaya	Ahsan Ali	<ul style="list-style-type: none"> <li>• With the support of the Government Procurement Division, MoF</li> </ul>
Knowledge exchange activity (PSP)	February 3, 2020	Land Administration on Knowledge Exchange on E-Malaysia E-Registration System	Shahrul Natasha Halid	<ul style="list-style-type: none"> <li>• Meeting with the Director and senior officials from the Federal Territories Director of Lands and Mines Office to discuss on the case study</li> </ul>
Knowledge exchange activity (PSP)	February 4, 2020	Box Story: MAPS Launch Workshop	Ahsan Ali	<ul style="list-style-type: none"> <li>• MOF, Putrajaya</li> </ul>
Knowledge exchange activity (PSP)	April 14, 2020	Webinar: Public Sector Productivity: Reforms, Drivers and Measurement	Deryck Brown/ Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>• Over 80 participants, mainly Malaysian officials.</li> <li>• Part of the World Bank multi-year engagement with the Government of Malaysia on providing advisory and technical inputs on improving public sector productivity</li> </ul>
Knowledge exchange activity (PSP)	May 7, 2020	Asia-Pacific Region's Fiscal Response to COVID-19 Crisis in collaboration with the Public Expenditure Management Network in Asia (PEMNA)	Bernard Myers	<ul style="list-style-type: none"> <li>• Videoconference -PEMNA Budget-CoP</li> <li>• 14 countries were involved in this VC</li> </ul>
Knowledge exchange activity (PSP)	May 21, 2020	Public-Private Partnerships in Land Administration: The Case of e-Tanah in Kuala Lumpur, Malaysia	Aanchal Anand/ Shahrul Natasha Halid	<ul style="list-style-type: none"> <li>• Online presentation of case study through Thirty Minutes on Thursday</li> </ul>

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

## THEME 3: Enhancing Public Sector Management

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
<b>BROWN BAG LUNCHEES (X-FLOW)</b>				
Knowledge exchange activity (EDP)	September 1, 2016	Brown Bag Lunch (BBL) #1 (joint with the Razak School of Government): Tan Sri Arshad Ayub (Former DG of EPU and Central Bank) at Razak School of Government, speaking on Malaysia's Economic Transition: Resource-Based to Industrialized Economy	Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>Number of attendees: 20</li> <li>Discussants: Jana Kunicova and Julio Revilla</li> </ul>
Knowledge exchange activity (PSP)	September 27, 2016	Brown Bag Lunch (BBL) #2 (joint with UKM): Prof. Datuk John Xavier at UKM, speaking on Industrial Policy and Economic Clusters	Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>Number of attendees: 50+</li> <li>Discussants: Julio Revilla and Rafael Munoz</li> </ul>
Knowledge exchange activity (PSP)	October 12, 2016	Brown Bag Lunch (BBL) #3: Prof. Tham Siew Yean (ISEAS-Singapore) at Sasana Kijang, speaking on Malaysia's Transition out of the Middle Income Trap	Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>Number of attendees: 40+</li> <li>Discussants: Jana Kunicova and Norman Loayza</li> </ul>
Knowledge exchange activity (EDP)	November 23, 2016	Brown Bag Lunch (BBL) #4 (joint with the Razak School of Government): Tan Sri Sulaiman Mahbob, former DG of EPU, speaking on the Evolution of Economic Development Planning in Malaysia	Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>Number of attendees: 40+</li> <li>Discussant: Faris Hadad-Zervos</li> </ul>
Knowledge exchange activity (EDP)	June 2, 2017	Brown Bag Lunch (BBL) # 5: Tan Sri Ramon Navaratnam, to speak on Lessons Learn from New Economic Policy	Jeevakumar Govindasamy	<ul style="list-style-type: none"> <li>Expected number of attendees: 30+</li> </ul>
<b>GGP STAFF PRESENTATIONS IN MALAYSIA (X-FLOW)</b>				
Knowledge exchange activity (PSP)	February 9-10, 2017	MEA Forum: Improving Service Delivery and Governance Systems	Jana Kunicova	<ul style="list-style-type: none"> <li>Presentation at a flagship forum of the MEA and a small-group closed-door brainstorming on the way forward</li> <li>100+ participants (high-level civil servants/alumni; academics; CSOs)</li> </ul>
Knowledge exchange activity (PSP)	March 21, 2017	PSD workshop: Presentation on international experience with performance appraisal	Jana Kunicova	<ul style="list-style-type: none"> <li>Presentation for about 100 civil servants organized by the PSD leadership to brainstorm way forward for performance appraisal</li> </ul>
Knowledge exchange activity (PSP/ PFM)	April 11, 2017	MoF: 2018 Budget Discourse: Presentation on international experiences with strengthening budgetary processes	Bernard Myers	

## THEME 4: Human Capital Development

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity	November 11-16, 2018	South-South Knowledge Exchange between Tunisia and Malaysia on building a skilled workforce in Tunisia	Michael Drabble	• Six delegates from the Government of Tunisia and the World Bank
Report	March 29, 2019	Case study on the provision of granular labor market information using Malaysia's Critical Occupations List	Harry Moroz	
Report	March 29, 2019	Case study on support for the development of skilled workers using Malaysia's Human Resource Development Fund	Harry Moroz	
Knowledge exchange activity	May 15, 2019	Webinar on Bridging Skills Gaps by Promoting School and Industry Linkage featuring Malaysia's Critical Occupations List	Achim Schmillen	• 60 participants from across the East Asia and Pacific region
Report	June 14, 2019	Flagship report on promoting women's economic opportunities in Malaysia	Achim Schmillen	
Knowledge exchange activity	June 28, 2019	Facilitation of a session on new sources of labor market information at the World Bank's Human Development Week in Washington, D.C.	Harry Moroz/ Achim Schmillen	
Knowledge exchange activity	Throughout 2017-2019	Numerous Presentations at events hosted by the Ministry of Human Resources, Universiti Sains Malaysia, the Institute for Diplomacy and Foreign Relations, and various other agencies and institutions	Achim Schmillen	
Knowledge exchange activity	September 11-12, 2019	International workshop on using labor market information for addressing Skills imbalances in South-East Asia organized	Achim Schmillen	
Report launch	September 12, 2019	Launch event for case study on lessons from Malaysia's Critical Occupations List organized	Harry Moroz	
Report launch	September 27, 2019	Launch event for report on improving women's economic opportunities organized	Mei Ling Tan	
Knowledge exchange activity	October 2, 2019	Policy use of international large-scale assessments	Sachiko Kataoka	
Report	November 8, 2019	Paper of expanding old-age income protection to informal sector workers published in the journal Social Protection insight	Amanina Abdur Rahman	
Knowledge exchange activity	November 21, 2019	Workshop on the Critical Occupations List with industry representatives organized	Amanina Abdur Rahman	
Knowledge exchange activity	November 25, 2019	Presentation on socio-emotional skills	Sachiko Kataoka	
Knowledge exchange activity	December 16, 2019	Workshop on social old-age protection in Malaysia organized	Mark Dorfman	
Knowledge exchange activity	December 20, 2019	Training program on analysis of national assessments	Diego Armando Luna Bazaldua	

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### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

## THEME 4: Human Capital Development

PRODUCT	WHEN	TITLE / NAME OF EVENT	TASK MANAGER	NOTES
Knowledge exchange activity	March 25, 2020	Follow-up training on analysis of national assessments	Diego Armando Luna Bazaldua	
Knowledge exchange activity	May 4, 2020	Training program on analysis of PISA	Sachiko Kataoka	
Report	May 5, 2020	Case study on management practices in Malaysia finalized	Mauro Testaverde	
Knowledge exchange activity	May 27, 2020	Classroom assessment modules for teachers	Diego Armando Luna Bazaldua	
Knowledge exchange activity	May 29, 2020	Follow-up training on PISA analysis	Sachiko Kataoka	
Report	May 29, 2020	Report on policy implications of international and national assessment results	Sachiko Kataoka	
Report	May 29, 2020	Working paper on structural transformation and labor productivity growth in Malaysia finalized	Amanina Abdur Rahman	

# Global Research Teams

## Development Research Group

DECRG Development Research Seminars				
DATE	SPEAKER	AFFILIATION	PAPER	LINK
Feb 4, 2016	Martin Kanz	DECRG	Moral Incentives: Experimental Evidence from Repayments of an Islamic Credit Card	<a href="http://www.worldbank.org/en/events/2016/01/20/moral-incentives-experimental-evidence-from-repayments-of-an-islamic-credit-card#1">http://www.worldbank.org/en/events/2016/01/20/moral-incentives-experimental-evidence-from-repayments-of-an-islamic-credit-card#1</a>
Feb 18, 2016	Hai-Ahn Dang	DECRG	Welfare Dynamics Based on Synthetic Panels Using Objective and Subjective Data: The Case of the Arab World	<a href="http://www.worldbank.org/en/events/2016/02/05/welfare-dynamics-based-on-synthetic-panels-using-objective-and-subjective-data">http://www.worldbank.org/en/events/2016/02/05/welfare-dynamics-based-on-synthetic-panels-using-objective-and-subjective-data</a>
Mar 3, 2016	John Giles	DECRG	Migrant Labor Markets and the Welfare of Rural Households in the Developing World	<a href="http://www.worldbank.org/en/events/2016/02/24/migrant-labor-markets-and-the-welfare-of-rural-households-in-the-developing-world-evidence-from-china">http://www.worldbank.org/en/events/2016/02/24/migrant-labor-markets-and-the-welfare-of-rural-households-in-the-developing-world-evidence-from-china</a>
Mar 17, 2016	Saumik Paul	University of Nottingham	Structural Transformation, Growth Incidence and Inequality	<a href="http://www.worldbank.org/en/events/2016/03/11/structural-transformation-growth-incidence-and-inequality">http://www.worldbank.org/en/events/2016/03/11/structural-transformation-growth-incidence-and-inequality</a>
Mar 31, 2016	Govinda Timilsina	DECRG	The Benefits of Regional Electricity Cooperation and Trade: Lessons from South Asia	<a href="http://www.worldbank.org/en/events/2016/03/17/the-benefits-of-regional-electricity-cooperation-and-trade-lessons-from-south-asia">http://www.worldbank.org/en/events/2016/03/17/the-benefits-of-regional-electricity-cooperation-and-trade-lessons-from-south-asia</a>
Apr 7, 2016	Norman Loayza	DECRG	The Local Impact of Mining on Poverty and Inequality	<a href="http://www.worldbank.org/en/events/2016/03/23/the-local-impact-of-mining-on-poverty-and-inequality">http://www.worldbank.org/en/events/2016/03/23/the-local-impact-of-mining-on-poverty-and-inequality</a>
Apr 14, 2016	Dean Jolliffe	DECRG	A Global Headcount of Extreme Poverty	<a href="http://www.worldbank.org/en/events/2016/04/04/a-global-headcount-of-extreme-poverty">http://www.worldbank.org/en/events/2016/04/04/a-global-headcount-of-extreme-poverty</a>
Jun 2, 2016	Michael Woolcock	DECRG	Using Cases and Case Studies in Development: Causal Inference, Extrapolation, Diagnostics	<a href="http://www.worldbank.org/en/events/2016/05/24/decrg-kuala-lumpur-seminar-series-using-cases-and-case-studies-in-development-causal-inference-extrapolation-diagnostics">http://www.worldbank.org/en/events/2016/05/24/decrg-kuala-lumpur-seminar-series-using-cases-and-case-studies-in-development-causal-inference-extrapolation-diagnostics</a>
Jun 23, 2016	Emily Beam	National University of Singapore	Ethnic Competition for Resources and Fertility Choices in Malaysia	<a href="http://www.worldbank.org/en/events/2016/06/14/fertility-choices-and-inter-ethnic-resource-competition-in-malaysia">http://www.worldbank.org/en/events/2016/06/14/fertility-choices-and-inter-ethnic-resource-competition-in-malaysia</a>
Jun 30, 2016	Hiau Looi Kee	DECRG	Trade Discrepancies, Trade Frauds and Non-Tariff Measures	<a href="http://www.worldbank.org/en/events/2016/06/16/trade-frauds-trade-elasticities-and-non-tariff-measures">http://www.worldbank.org/en/events/2016/06/16/trade-frauds-trade-elasticities-and-non-tariff-measures</a>
Jul 28, 2016	Steven Michael Pennings	DECRG	The Seasonality of Conflict	<a href="http://www.worldbank.org/en/events/2016/06/30/the-seasonality-of-conflict">http://www.worldbank.org/en/events/2016/06/30/the-seasonality-of-conflict</a>
Sep 1, 2016	Boon Hwa Tng	BNM	The Transmission of Financial Stress and Its Interactions with Monetary Policy Responses in the ASEAN-5 Economies	<a href="http://www.worldbank.org/en/events/2016/08/11/the-transmission-of-financial-stress">http://www.worldbank.org/en/events/2016/08/11/the-transmission-of-financial-stress</a>
Sep 13, 2016	Philip O'Keefe	World Bank, Social Protection and Labor	Live Long and Prosper: Aging in East Asia and Pacific	<a href="http://www.worldbank.org/en/events/2016/08/11/live-long-and-prosper-aging-in-east-asia-and-pacific">http://www.worldbank.org/en/events/2016/08/11/live-long-and-prosper-aging-in-east-asia-and-pacific</a>
Sep 20, 2016	Susmita Dasgupta	DECRG	Minimizing Ecological Damage from Road Improvement in Tropical Forests	<a href="http://www.worldbank.org/en/events/2016/09/05/minimizing-ecological-damage-from-road-improvement-in-tropical-forests">http://www.worldbank.org/en/events/2016/09/05/minimizing-ecological-damage-from-road-improvement-in-tropical-forests</a>
Sep 28, 2016	Caglar Ozden	DECRG	The Global Migration of Talent and Tax Incentives: Evidence from Malaysia's Returning Expert Program	<a href="http://www.worldbank.org/en/events/2016/09/21/the-global-migration-of-talent-and-tax-incentives-evidence-from-malysias-returning-expert-program">http://www.worldbank.org/en/events/2016/09/21/the-global-migration-of-talent-and-tax-incentives-evidence-from-malysias-returning-expert-program</a>
Oct 13, 2016	Hwok-Aun Lee, Muhammed Abdul Khalid	University of Malaya, Khazanah Research Institute	Is Inequality in Malaysia Really Going Down? A Puzzle Explored	<a href="http://www.worldbank.org/en/events/2016/10/04/is-inequality-in-malaysia-really-going-down">http://www.worldbank.org/en/events/2016/10/04/is-inequality-in-malaysia-really-going-down</a>

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

DECRG Development Research Seminars				
DATE	SPEAKER	AFFILIATION	PAPER	LINK
Oct 27, 2016	Norman Loayza	DECRG	Informality in the Process of Development and Growth	<a href="http://www.worldbank.org/en/events/2016/10/12/informality-in-the-process-of-development-and-growth">http://www.worldbank.org/en/events/2016/10/12/informality-in-the-process-of-development-and-growth</a>
Nov 3, 2016	Luis Servén	DECRG	Openness, Specialization, and the External Vulnerability of Developing Countries	<a href="http://www.worldbank.org/en/events/2016/10/12/openness-specialization-and-the-external-vulnerability-of-developing-countries">http://www.worldbank.org/en/events/2016/10/12/openness-specialization-and-the-external-vulnerability-of-developing-countries</a>
Nov 17, 2016	Shirly Wong Siew Ling	UNIMAS	Measuring Business Cycle Fluctuations: An Alternative Precursor to Economic Crises	<a href="http://www.worldbank.org/en/events/2016/11/17/measuring-business-cycle-fluctuations">http://www.worldbank.org/en/events/2016/11/17/measuring-business-cycle-fluctuations</a>
Nov 24, 2016	Mohd Yusof Saari	Universiti Putra Malaysia, Department of Economics	Sources of Income Growth and Inequality across Ethnic Groups in Malaysia, 1970-2000	<a href="http://www.worldbank.org/en/events/2016/11/24/sources-of-income-growth-and-inequality-across-ethnic-groups-in-malaysia">http://www.worldbank.org/en/events/2016/11/24/sources-of-income-growth-and-inequality-across-ethnic-groups-in-malaysia</a>
Dec 1, 2016	Julien Labonne	University of Oxford	Incumbent Advantage, Voter Information and Vote Buying	<a href="http://www.worldbank.org/en/events/2016/10/28/incumbent-advantage-voter-information-and-vote-buying">http://www.worldbank.org/en/events/2016/10/28/incumbent-advantage-voter-information-and-vote-buying</a>
Dec 8, 2016	Yong Wang	Peking University	International Trade and Non-Convergence Trap for Middle-Income Countries	<a href="http://www.worldbank.org/en/events/2016/12/08/international-trade-and-non-convergence-trap">http://www.worldbank.org/en/events/2016/12/08/international-trade-and-non-convergence-trap</a>
Jan 26, 2017	Lin Ma	National University of Singapore	Pirates of Somalia: Crime and Deterrence on the High Seas	<a href="http://www.worldbank.org/en/events/2017/01/26/pirates-of-somalia-crime-and-deterrence-on-the-high-seas">http://www.worldbank.org/en/events/2017/01/26/pirates-of-somalia-crime-and-deterrence-on-the-high-seas</a>
Feb 23, 2017	Filippo di Mauro	European Central Bank	Firms Level Data Analysis Reconsidered: A Novel Data Basis and a Few Applications for Policy and Research	<a href="http://www.worldbank.org/en/events/2017/02/23/firms-level-data-analysis-reconsidered">http://www.worldbank.org/en/events/2017/02/23/firms-level-data-analysis-reconsidered</a>
Mar 14, 2017	Roberto Chang	Rutgers University	Incomplete Risk Sharing with Complete Markets	<a href="http://www.worldbank.org/en/events/2017/03/14/incomplete-risk-sharing-with-complete-markets">http://www.worldbank.org/en/events/2017/03/14/incomplete-risk-sharing-with-complete-markets</a>
Mar 23, 2017	Jean N. Arlet	World Bank	Electricity Tariffs, Power Outages and Firm Performance: A Comparative Analysis	<a href="http://www.worldbank.org/en/events/2017/03/23/electricity-tariffs-power-outages-and-firm-performance-a-comparative-analysis">http://www.worldbank.org/en/events/2017/03/23/electricity-tariffs-power-outages-and-firm-performance-a-comparative-analysis</a>
Mar 30, 2017	Edgar Chavez	World Bank	Credit Information and Firms' Access to Finance: Evidence from a New Credit-Constrained Status Measure	<a href="http://www.worldbank.org/en/events/2017/03/30/credit-information-and-firms-access-to-finance">http://www.worldbank.org/en/events/2017/03/30/credit-information-and-firms-access-to-finance</a>
Apr 13, 2017	Tian Huey Teh	BNM	Measuring Bank Risk-taking Behaviour: The Risk-taking Channel of Monetary Policy in Malaysia	<a href="http://www.worldbank.org/en/events/2017/04/13/measuring-bank-risk-taking-behaviour">http://www.worldbank.org/en/events/2017/04/13/measuring-bank-risk-taking-behaviour</a>
Apr 20, 2017	Witsanu Attavanich	Kasetsart University	Impact of the First-Time Car Buyer Program on the Environmental Cost of Air Pollution in Bangkok	<a href="http://www.worldbank.org/en/events/2017/04/20/impact-of-the-first-time-car-buyer-program-on-the-environmental-cost-of-air-pollution-in-bangkok">http://www.worldbank.org/en/events/2017/04/20/impact-of-the-first-time-car-buyer-program-on-the-environmental-cost-of-air-pollution-in-bangkok</a>
May 11, 2017	Joel D. Moore	Monash University	Going Green in Thailand: Upgrading in Global Organic Value Chains	<a href="http://www.worldbank.org/en/events/2017/05/11/going-green-in-thailand-upgrading-in-global-organic-value-chains">http://www.worldbank.org/en/events/2017/05/11/going-green-in-thailand-upgrading-in-global-organic-value-chains</a>
May 18, 2017	Sergio Schmukler	World Bank	International Financial Integration of East Asia and Pacific	<a href="http://www.worldbank.org/en/events/2017/05/18/international-financial-integration-of-east-asia-and-pacific">http://www.worldbank.org/en/events/2017/05/18/international-financial-integration-of-east-asia-and-pacific</a>
Jun 1, 2017	Steven Michael Pennings	World Bank	Shrinking Dictators: How Much Economic Growth Can We Attribute to National Leaders?	<a href="http://www.worldbank.org/en/events/2017/06/01/shrinking-dictators-how-much-economic-growth-can-we-attribute-to-national-leaders">http://www.worldbank.org/en/events/2017/06/01/shrinking-dictators-how-much-economic-growth-can-we-attribute-to-national-leaders</a>
Jun 15, 2017	Woan Foong Wong	University of Oregon	The Round Trip Effect: Endogenous Transport Costs and International Trade	<a href="http://www.worldbank.org/en/events/2017/06/15/the-round-trip-effect-endogenous-transport-costs-and-international-trade">http://www.worldbank.org/en/events/2017/06/15/the-round-trip-effect-endogenous-transport-costs-and-international-trade</a>

DECRG Development Research Seminars			
DATE	SPEAKER	AFFILIATION	PAPER
Sep 7, 2017	Thanyaporn Chankrajang	Chulalongkorn University	The Unequal Effects of the Great Depression on Rural Households in Siam, 1930-1934: Crisis Transmission through International Rice Trade
Sep 14, 2017	Markus Brueckner	Australian National University	Inequality and GDP Per Capita: The Role of Initial Income
Sep 21, 2017	Sergio Schmukler	World Bank	Market Access, Corporate Borrowing, and Debt Maturity
Sep 28, 2017	Trung Hoang	Vietnam Academy of Social Sciences	The Long-run and Gender-equalizing Impacts of Schooling Policies: Evidence from the First Indochina War
Oct 3, 2017	Mary Hallward-Driemeier, William F. Maloney	World Bank	Technological Innovation: Challenges and Opportunities for Developing Countries
Oct 26, 2017	Liang Choon Wang	Monash University	Non-Financial Incentives, Selectivity and Performance of Volunteers: Evidence from a Large Scale Natural Field Experiment
Nov 23, 2017	Donghyun Park and Shu Tian	Asian Development Bank	Do Local Currency Bond Markets Enhance Financial Stability? Some Empirical Evidence
Nov 28, 2017	Young Eun Kim	World Bank	Total Factor Productivity and its Determinants: Innovation, Education, Efficiency, Infrastructure and Institutions
Nov 30, 2017	Phornchanok Cumperayot	Chulalongkorn University	Linking Large Currency Swings to Fundamentals' Shocks
Jan 22, 2018	Ravi Kanbur	Cornell University	Addressing the Anxieties of Our Time: The Work of the International Panel on Social Progress
Jan 25, 2018	Thorsten Beck	Cass Business School	Credit Growth and Macro Prudential Policies: Preliminary Evidence on the Firm-level
Feb 8, 2018	Shanta Devarajan	World Bank	Market Failures, Government Failures and the Welfare of Poor People
Mar 1, 2018	Namrata Chindarkar and Yvonne Jie Chen. Co-Author: Shilpa Sathe	National University of Singapore	Impact of Farm Electricity Supply Management on Farm Households-Evidence from a Natural Experiment in India
Mar 8, 2018	Maisy Wong	The University of Pennsylvania	Unity in Diversity? How Intergroup Contact Can Foster Nation Building
Mar 29, 2018	David Bishai	Johns Hopkins School of Public Health	Disparities in Child Mortality Among Religious Minorities in the District of India
Apr 5, 2018	Gaurav Datt	Monash Business School	Is Emigration of Nepalese Workers Contributing to Better Schooling Outcomes for Children in Nepal?
Apr 19, 2018	Sui-Jade Ho	Bank Negara Malaysia	Returns to Scale, Productivity Measurement and Trends in U.S. Manufacturing Misallocation
Apr 26, 2018	Ghazala Mansuri	World Bank	Decentralization and Redistribution: Irrigation Reform in Pakistan's Indus Basin
Jun 7, 2018	Vijayendra Rao	World Bank	Safety Nets and Natural Disaster Mitigation: Evidence from Cyclone Phailin in Odisha
Sep 13, 2018	Pablo Egaña del Sol	Asia School of Business	The Role of Emotional Regulation on Entrepreneurship Education: Evidence from Neurophysiological Lab-in-the-Field Experiments
Sep 20, 2018	Chaoran Chen	National University of Singapore	Capital-Skill Complementarity, Sectoral Labor Productivity, and Structural Transformation
Sep 27, 2018	Donghyun Park and Shu Tian	Asian Development Bank	The Price of Greenness: Some Evidence from Green Bond Markets
Oct 11, 2018	Laurence Todd and Wing Leong Teo	Institute for Democracy and Economic Affairs; University of Nottingham Malaysia	Payment Card Reform Framework (PCRF): A Policy Evaluation Study

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

DECRG Development Research Seminars			
DATE	SPEAKER	AFFILIATION	PAPER
Oct 16, 2018	Sergio Schmukler	World Bank	Corporate Financing in East Asia: The Long Road Since the 1997-98 Financial Crisis
Oct 18, 2018	Otaviano Canuto	World Bank	Globalization and Technological Transformation
Nov 7, 2018	Michael Toman	World Bank	The Conceptual Basis and Operational Implications of “Green Growth”
Nov 8, 2018	Zaki Wahhaj	Keynes College, University of Kent	Marriage, Work and Migration: The Role of Infrastructure Development and Gender Norms
Nov 14, 2018	Ayhan Kose and Jongrim Ha	World Bank	Low Inflation in Emerging Economies: Miracle or Mirage?
Nov 22, 2018	Xiaobo Zhang	Peking University	Community Networks and the Growth of Private Enterprise in China
Dec 6, 2018	Sharmila Devadas	World Bank	Assessing the Effect of Public Capital on Growth: An Extension of the World Bank Long Term Growth Model
Dec 13, 2018	John Giles	World Bank	Can Information Influence the Social Insurance Participation Decision of China’s Rural Migrants?
Dec 20, 2018	Fabian Mendez Ramos	World Bank	Uncertainty in Future Poverty and Inequality: Some Implications of Growth and Natural Resources
Jan 8, 2019	Dimitrije Ruzic	INSEAD	Firms and Collective Reputation: the Volkswagen Emissions Scandal as a Case Study
Jan 24, 2019	Martin Ravallion and Dominique van de Walle	Georgetown University and University of Malaya; Center for Global Development and University of Malaya	Informational Constraints on Antipoverty Policies: Evidence from Africa
Feb 14, 2019	Jong-Wha Lee. Co-Author: Warwick J. McKibbin	Korea University	Korean Unification: Economic Adjustments Under German Assumptions
Feb 21, 2019	Woong Yong Park Co-Authors: Saroj Battharai and Arpita Chatterjee	Seoul National University	Global Spillover Effects of US Uncertainty
Mar 7, 2019	Hyeok Jeong	Seoul National University	Productivity Growth and Efficiency Dynamics of Korea’s Structural Transformation
Mar 14, 2019	Klaus F. Zimmermann	Maastricht University	Economic Preferences Across Generations: Identifying Family Clusters from a Large-scale Experiment
Mar 21, 2019	Yoonsoo Lee	Sogang University	Long-term Shifts in Korean Manufacturing and Plant-level Dynamics
Apr 18, 2019	Adonis Antoniadis	National University of Singapore	The Credit Concentration Channel of Monetary Policy Transmission
May 2, 2019	Quy-Toan Do Co-authors: Mohamed Abdel Jelil, Kartika Bhatia, Anne Brockmeyer, and Clement Joubert	World Bank	Unemployment and Violent Extremism: Evidence from Daesh Recruits
May 23, 2019	Davin Chor Co-authors: Filipe R. Campante, Bingjing Li	Dartmouth College and National University of Singapore	The Political Economy Consequences of China’s Export Slowdown
May 30, 2019	Derek Kok	Sunway University	Stunting in Malaysia: Costs, Causes and Courses for Action
Sep 12, 2019	Marcela V. Parada Contzen	Universidad de Concepcion, Chile	Risk Attitudes and the Gender Pay Gap in a Developing Country
Oct 3, 2019	Donghyun Park, Shu Tian Co-Author: Marie Anne Cagas	Asian Development Bank	Bond Market Development and Bank Risk-Taking: Evidence from Developing Markets
Oct 17, 2019	Özer Karagedikli Co-authors: Severin Bernhard, Kenneth N Kuttner	The SEACEN Centre	Rationality and Expectation Formation at Central Banks



## DECRG Development Research Seminars

DATE	SPEAKER	AFFILIATION	PAPER
Oct 31, 2019	Zia Sadique	London School of Hygiene and Tropical Medicine	The Challenges of Economic Evaluation Alongside Large Clinical Trials: The UK Experience
Nov 21, 2019	Vengadeshvaran Sarma	University of Nottingham Malaysia	Does Maternal Migration affect Spousal Labour Supply? Evidence from Sri Lanka
Nov 28, 2019	Vijayendra Rao Co-author: Paromita Sanyal	World Bank	Oral Democracy: An Analysis of Direct Democracy in India
Dec 10, 2019	Davide S. Mare	World Bank	Global Financial Development Report 2019 / 2020: Bank Regulation and Supervision a Decade after the Global Financial Crisis
Jan 9, 2020	Martin Ravallion Co-author: Michael Lokshin	Georgetown University and University of Malaya	A Market for Work Permits: How to Make Migrants and Refugees More Popular in Host Countries
Jan 16, 2020	Gabriele Ciminelli Co-author(s): Davide Furceri, Jun Ge, Jonathan D. Ostry, and Chris Papageorgiou	Asia School of Business	The Political Costs of Reforms: Fear or Reality?
Feb 6, 2020	Kian Howe Ong Co-author: Rasyad Parinduri	University of Nottingham Ningbo China	The Effects of Mediums of Instruction on Educational- and Labor Market Outcomes: Evidence from Malaysia
Feb 20, 2020	Markus Brueckner Co-author: Rabah Arezki	Australian National University	Between a Rock and a Hard Place: A New Perspective on the Resource Curse
Feb 27, 2020	David Cuberes and Marc Teignier	Clark University and University of Barcelona	The Aggregate Gains of Eliminating Gender and Ethnic Gaps in the Malaysian Labor Market
Apr 30, 2020	Jared Barton	University of Malaya & California State University Channel Islands	The U.S. – China Trade War: Who Was It Good For?
Jun 4, 2020	Filippo di Mauro	National University of Singapore	Assessing Small Store Performance in Malaysia
Jun 11, 2020	Nina Weimann-Sandig	Dresden University	Malaysia and its Transition Process Towards More Gender Equality at the Labor Market – Results from a Qualitative Study

## DECRG Half-Baked Seminars

DATE	SPEAKER	AFFILIATION	TOPIC
Feb 2, 2016	Raian Divanbeigi	DECIG	Business Regulations and Growth
Feb 16, 2016	Mohammad Amin	DECIG	Does Manager Education Play a Role in the Productivity of Informal Firms in Developing Economies? Evidence from Firm Surveys
Feb 23, 2016	Su Ling Cheah	BNM	Malaysia's House Price Dynamics: The Role of Fundamentals
Mar 15, 2016	Boon Hwa Tng	BNM	The Real Effects of Capital Flows: Evidence from Malaysia
Mar 22, 2016	Juita Mohamad	ISIS	The Impact of Trade Liberalization on the Informal Sector in Malaysia
Mar 29, 2016	Abigail Tay	ASB	Managing Financial Crises
Apr 12, 2016	Fabian Mendez-Ramos	DECRG	Uncertainty and Evaluation of GDP Growth Projections
Apr 26, 2016	Kue-Peng Chuah	BNM	Terms of trade shocks in 2014-2015 for selected Emerging Market Economies: What, Who, How much?

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

DECRG Half-Baked Seminars			
DATE	SPEAKER	AFFILIATION	TOPIC
May 3, 2016	Nur Ain Shahrier	ADB	TBD
May 10, 2016	Jean Arlet	DECIG	Testing the Impact of Power Outages and Electricity Tariffs on Productivity
May 17, 2016	Steven Wong	ISIS	Crisis-Proofing the Malaysian Economy: Policies and Perspectives in the 21st Century
Sep 6, 2016	Young Eun Kim	DECRG	Total Factor Productivity Growth and its Decomposition
Sep 15, 2016	Jiaming Soh	BNM	Household Credit, Growth, and Inequality in Malaysia: Does the Type of Credit Matter?
Oct 18, 2016	Hamidi A. Razak	BNM	Credit Risk Modelling for Ethical Financing
Nov 15, 2016	Usman Khalid	University of Nottingham	Catch Up in Institutional Quality: An Empirical Assessment
Nov 22, 2016	Michael Woolcock	DECRG	Back to the Future of Development: Mapping and Navigating a Fragmenting Field
Dec 6, 2016	Kevin Crow	Asia School of Business	Should States Bring Claims Too? Asymmetry in the Investment Chapter of the Trans-Pacific Partnership and Other Free Trade Agreements
Jan 24, 2017	Fabian Mendez-Ramos	World Bank	Growth and Poverty Uncertainty: The Natural Resource Curse
Feb 7, 2017	Justin Lim	BNM	Do FTAs Promote Trade? Evidences from ASEAN Countries' Bilateral and Regional FTAs
Feb 14, 2017	Ha Nguyen	World Bank	Are Demand or Supply Shocks Behind the Great Trade Collapse?
Feb 21, 2017	M Niaz Asadullah	University of Malaya	Schooling without Learning: Evidence from Rural Pakistan
Feb 28, 2017	Laura Sagnori Diniz	World Bank	Access to Finance and the Institutional Framework of Land Administration: Evidence from Cross-Country Micro-Level Data
Mar 21, 2017	Raian Divanbeigi	World Bank	Regulatory Constraints to Agricultural Productivity
Apr 11, 2017	Sergio Campillo Diaz	World Bank	Global Financial Inclusion Performance Index
May 30, 2017	Justin Lim	BNM	Global Value Chains and the Exchange Rate Elasticity of Exports in Malaysia <sup>∞</sup>
Jun 14, 2017	Ha Nguyen	World Bank	The US Kick: Impact of US Market Access on Local Labor Markets in a Developing Country
Aug 25, 2017	Prof. Nicholas J. White	Liverpool John Moores University/PNB Research Institute	Permodalan Nasional Berhad (PNB) and Malaysia's Economic Development since 1978: Conception, Implementation and Impact
Oct 4, 2017	Donghyun Park and Shu Tian	Asian Development Bank	Empirical Analysis of Determinants of Foreign vs. Domestic Investment in Bond Markets
Oct 10, 2017	Fabian Mendez-Ramos	World Bank	Long-Term Growth in Natural Resource Economies
Oct 24, 2017	Melati Nungsari	ASB	Measuring the Impact of Language Interventions on the Economic Outcomes of Refugees in Malaysia
Nov 7, 2017	Pablo Egana del Sol	ASB	Emotional Regulation and After School Programs in Highly Violent Communities: Neuro-Physiological Evidence from El Salvador
Nov 14, 2017	Ole Rummel	SEACEN	How Distinct are Financial Cycles from Business Cycles in Asia?
Nov 21, 2017	Jiaming Soh	BNM	Debt Financing and Survival of Firms in Malaysia

DECRG Half-Baked Seminars			
DATE	SPEAKER	AFFILIATION	TOPIC
Jan 30, 2018	Mohammad Amin	World Bank	Measuring Productivity in Services Sectors: A Literature Review
Feb 6, 2018	Sean Kidney	Climate Bonds Initiative	Global Green Bond Market Development and Prospects
Feb 13, 2018	M. Niaz Asadullah	University of Malaya	Poverty Reduction, Economic Growth, and Human Development in Malaysia
Mar 6, 2018	Jose De Luna Martinez	World Bank	Global Survey on Development Banks
Mar 13, 2018	Mustafa Aydemir	International Islamic University Malaysia	Bank Governance (ESG) and Technical Efficiency in Dual-Banking Systems
Mar 20, 2018	Bill Garthwaite	World Bank	Hammers and High Jumps: Exploring the Role of Law in the Pursuit of Water Security
Apr 3, 2018	Kai Liu (co-authors: Pedro Carneiro, Kjell Salvanes)	University of Cambridge (University College London, Norwegian School of Economics)	The Supply of Skills and Endogenous Technical Change: Evidence from a College Expansion Reform
Apr 11, 2018	Ata Can Bertay (co-authors: Ljubica Djordjevic, Can Sever)	World Bank (Goethe University, University of Maryland)	Gender Inequality and Economic Growth: Evidence from Industry-Level Data
Apr 24, 2018	Lay Lian Chuah (co-authors: Norman Loayza and Ha Nguyen)	World Bank (World Bank)	Decomposing the Productivity of Firms in the Manufacturing Sector: The Dynamic Olley-Pakes Approach
May 8, 2018	Bernadette Victorio	AFI	Special Report on Gender Diversity within AFI Member Institutions
May 15, 2018	Melati Nungsari	ASB	Pricing and Incentives in Defined Contribution Retirement Systems
July 3, 2018	Jiaming Soh	BNM	Disentangling the Demand and Supply Factors of Household Credit: Evidence from the Credit Registry Data in Malaysia
Sep 18, 2018	Kenneth Simler and Wei San Loh	World Bank	Trends in Income Growth and Distribution in Malaysia, 2007-2017
Sep 25, 2018	Chin-Yoong Wong	Universiti of Tunku Abdul Rahman (UTAR)	Goodbye GST, Hello SST for Malaysia: In Search of Welfare Equivalence
Oct 2, 2018	Hock-Ann Lee	Universiti Malaysia Sabah	U.S. Balance Sheet Policy and International Capital Flows: Preliminary Empirical Evidence from Emerging Economies
Oct 9, 2018	Melati Nungsari and Sam Flanders	ASB	Labor Market Integration of Rohingya Construction Workers in Peninsular Malaysia
Nov 20, 2018	Pablo Egaña del Sol	ASB	The Future of Skills: Automation in Low and Middle-Income Economies
Nov 21, 2018	Wee Yeap Lau	University of Malaya	The Nexus between FDI and the Malaysian Currency: Pre and Post New Foreign Exchange Rule
Dec 11, 2018	Fabian Mendez Ramos	World Bank	Recent Patterns of Structural Change and Uncertainty
Jan 22, 2019	Achim Daniel Schmillen	World Bank	Distribution and Determinants of China's Minimum Wage Rates
Mar 5, 2019	Nadia Novik	World Bank	The ABC of Smart Regulations: Is There a Relationship between Education and Business Regulatory Environment
Mar 19, 2019	Geoffrey Williams	HELP University	Responsible Privatization
Mar 26, 2019	Vijayendra Rao	World Bank	The Demand-side of Public Service Delivery and the Strengthening of a New Malaysia

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

DECRG Half-Baked Seminars			
DATE	SPEAKER	AFFILIATION	TOPIC
Apr 2, 2019	Melati Nungsari (co-author: Sam Flanders)	ASB	The Effect of Short-Term Volunteering on Attitudes Towards Refugees: A Textual Analysis
Apr 9, 2019	Young Eun Kim	World Bank	Impact of Result-Based Health Financing on the Utilization of Maternal and Child Health Services in Nagaland, India
Apr 30, 2019	Nizam Shah Allabasc	Universiti Tun Abdul Razak	A Robust Comparison between Islamic and Conventional Banks on Operational Risks
May 14, 2019	Guanie Lim	Nanyang Technological University (NTU)	(How) Does Chinese Financial Statecraft Work in Southeast Asia? An Analysis of the Automobile and Construction Industries
May 16, 2019	Mala Raghavan	University of Tasmania	The Effects of Changes in Global Oil Market on ASEAN-4
May 21, 2019	Willem Smith	ASB	New & Improved: Come and See This Totally Revamped Global Branding Measurement based on Social Media Engagement
May 28, 2019	Alyssa Farha Jasmin	Khazanah Research Institute (KRI)	The Effects of China's Trade Policies on Malaysia's Exports
Jun 4, 2019	Geoffrey Williams	HELP University	Private Higher Education Financing in Malaysia
Sep 10, 2019	Victoriya Ereshchenko, Varun Eknath	World Bank	Are Domestic Public Procurement Systems More Efficient and Transparent in Economies with International Procurement Commitments?
Sep 17, 2019	Wah Yun Low	University of Malaya	Community-Academic Partnership in Providing Youth-Friendly Sexual and Reproductive Health Services
Sep 24, 2019	Stefanie Joan Almeida Co-authors: Farina Adam Khong (BNM), Ozer Karagedikli (SEACEN)	BNM	The Impact of House Prices on the Macroeconomy: The Malaysian Experience
Oct 1, 2019	Kar Man Tan	Goethe University Frankfurt	How to Win a Standards War: A Model of Prices and Bundling
Oct 8, 2019	Muhammad Khairul Muizz Abdul Aziz and Mohamad Shahir Shukor Co-authors: Muhammad Shukri Abdul Rani; Mohammad Ashraf Mohd Rauf	BNM	Developing Malaysia's Financial Stability Risk Monitor (FSRM)
Oct 15, 2019	Achim Daniel Schmillen Co-author: Philipp vom Berge	World Bank	Effects of Mass Layoffs on Local Employment – Evidence from Geo-Referenced Data
Oct 29, 2019	Arthur Galego Mendes Co-authors: Norman V. Loayza, Fabian Mendez Ramos, Steven Pennings	World Bank	Assessing the Effects of Natural Resources on Growth: An Extension of the World Bank Long Term Growth Model
Nov 26, 2019	Kenneth Simler	World Bank	A Better Bantuan Sara Hidup? Ideas for Program Design
Dec 17, 2019	Nur Ain Shahrier, Lay Lian Chuah	Sunway University, World Bank	Do Different Streams of Capital Flows Affect Asset Prices? Empirical Evidence from ASEAN-5
Jan 21, 2020	Young Eun Kim	World Bank	Impact of the Community-Led Health Project in Nagaland, India: Capacity Building and Result-Based Financing
Jan 29, 2020	Sharmila Devadas, Sui-Jade Ho	World Bank, BNM	Augmenting or Undermining? The Impact of Foreign Workers on the Productivity of Malaysian Manufacturing Firms
Feb 4, 2020	Gabriele Ciminelli	ASB	Uncertainty and Foreign Capital Inflows
Feb 11, 2020	Parvin Kaur Sandhu Pirthipal Singh	World Bank	Income Inequality in an Era of Globalization: The Perils of Taking a Global View

## DECRG Half-Baked Seminars

DATE	SPEAKER	AFFILIATION	TOPIC
Feb 18, 2020	Jared Philip Barton	University of Malaya and California State University Channel Islands	The U.S.-China Trade War: Who Is It Good For?
Feb 25, 2020	Sheue Li Ong	University of Malaya	Driving Forces of International Stock Market Integration: A Bayesian Perspective
Mar 3, 2020	Alvin Camba Co-author: Janica Magat (Texas A&M University)	Johns Hopkins University	Who Wins in Disputes? Impact of Territorial Disputes on Economic Sectors in the Philippines
May 12, 2020	Mahama Samir Bandaogo	World Bank	Informality and the Incentive to Peg
June 9, 2020	Gabriel Demombynes	World Bank	COVID-19 Mortality Rates Rise More Slowly With Age in Lower Income Countries
June 16, 2020	Hui Shan Lee	University Tunku Abdul Rahman	The Roles of Country Governance and Financial Development in Economic Growth
June 18, 2020	Stewart Nixon	Australian National University & University of Malaya	Global integration more important than ever for developing countries
June 23, 2020	Mario Arturo Estrada Ruiz Estrada	University of Malaya	The Application of the 2019-nCoV Global Economic Impact Simulator in China

## DECRG Research Policy Briefs

DATE	AUTHORS	AFFILIATION	TITLE
Mar 2016	Greg Larson, Norman Loayza, Michael Woolcock	World Bank	The Middle-Income Trap: Myth or Reality?
Mar 2016	Raian Divanbeigi, Nina Paustian, Norman Loayza	World Bank	Structural Transformation of the Agricultural Sector: A Primer
Aug 2016	Young Eun Kim, Norman Loayza, Claudia Meza-Cuadra	World Bank	Productivity as a Key to Economic Growth and Development
Oct 2016	Norman Loayza, Fabian Mendez-Ramos	World Bank	Should We Fear Foreign Exchange Depreciation?
Jan 2017	Fabian Mendez-Ramos, Nina Paustian	World Bank	Measurement and Patterns of World Agribusiness Trade
Mar 2017	Sharmila Devadas	World Bank	Threat or Help? The Effects of Unskilled Immigrant Workers on National Productivity Growth
May 2017	Lay Lian Chuah, Norman Loayza	World Bank	Open Data: Differences and Implications across Countries
Jul 2017	Michael Woolcock	World Bank	Enhancing the Quality of Public Service Delivery: Insights from Recent Research
Oct 2017	Facundo Abraham, Sergio L. Schmukler	World Bank	Addressing the SME Finance Problem
Oct 2017	Facundo Abraham, Sergio L. Schmukler	World Bank	A New Role for Development Banks?
Nov 2017	Facundo Abraham, Sergio L. Schmukler	World Bank	Are Public Credit Guarantees Worth the Hype?
Feb 2018	Dorina Georgieva, Norman Loayza, and Fabian Mendez-Ramos	World Bank	Global Trade: Slowdown, Factors, and Policies

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### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

DECRG Research Policy Briefs			
DATE	AUTHORS	AFFILIATION	TITLE
Mar 2018	Young Eun Kim, Norman Loayza	World Bank	The Drive toward Universal Health Coverage
Apr 2018	Juan J. Cortina, Sergio L. Schmukler	World Bank	The Fintech Revolution: A Threat to Global Banking?
May 2018	Ruth Llovet Montanes, Sergio L. Schmukler	World Bank	Financial Integration in East Asia and Pacific: Regional and Interregional Linkages
Aug 2018	Lay Lian Chuah, Norman V. Loayza, and Achim D. Schmillen	World Bank	The Future of Work: Race with—not against—the Machine
Oct 2018	Sharmila Devadas, Norman Loayza	World Bank	When Is a Current Account Deficit Bad?
Oct 2018	Juan J. Cortina, Tatiana Didier, and Sergio L. Schmukler	World Bank	Corporate Borrowing in Emerging Markets: Fairly Long Term, But Only for a Few
Nov 2018	Ayhan Kose, Lieselotte Franziska Ohnsorge, Naotaka Sugawara	World Bank	Fiscal Space: Concept, Measurement, and Policy Implications
Dec 2018	Norman Loayza	World Bank	Informality: Why Is It So Widespread and How Can It Be Reduced?
Feb 2019	Facundo Abraham, Sergio L. Schmukler, José Tessada	World Bank, Pontificia Universidad Católica de Chile	Robo-Advisors: Investing through Machines
Jun 2019	Shahridan Faiez, Vijayendra Rao	Think City, World Bank	Improving Governance through Enhanced Citizen Engagement: The Case of Malaysia
Jun 2019	Facundo Abraham, Sergio L. Schmukler, José Tessada	World Bank, Pontificia Universidad Católica de Chile	Financial Innovation and Additionality: The Power of Economic Analysis and Data Analytics
Jul 2019	Pedro M. G. Martins	World Bank	Structural Change Rediscovered: The Role of Human and Physical Capital
Oct 2019	J.P. Singh	George Mason University	How Do Cultural Differences Affect Trade Reciprocity between Developed and Developing Countries?
Nov 2019	Facundo Abraham, Sergio L. Schmukler, José Tessada	World Bank, World Bank, Pontificia Universidad Católica de Chile	Using Big Data to Expand Financial Services: Benefits and Risks
Jan 2020	Lay Lian Chuah, Norman V. Loayza, Bernard Myers	World Bank	The Fight against Corruption: Taming Tigers and Swatting Flies
Mar 2020	Norman V. Loayza, Steven Michael Pennings	World Bank	Macroeconomic Policy in the Time of COVID-19 : A Primer for Developing Countries
Apr 2020	Damien B. C. M. De Walque, Jed Friedman, Roberta V. Gatti, Aaditya Mattoo	World Bank	How Two Tests Can Help Contain COVID-19 and Revive the Economy
Apr 2020	Tatiana Didier, Federico Huneus, Mauricio Larrain, Sergio L. Schmukler	World Bank; Yale University and Central Bank of Chile; Catholic University of Chile; World Bank	Financing Firms in Hibernation during the COVID-19 Pandemic
Apr 2020	Fabian Mendez Ramos	World Bank	Sudden Influxes of Resource Wealth to the Economy : Avoiding "Dutch Disease"
May 2020	Stuti Khemani	World Bank	An Opportunity to Build Legitimacy and Trust in Public Institutions in the Time of COVID-19
May 2020	Achim D. Schmillen	World Bank	Causes and Impacts of Job Displacements and Public Policy Responses
May 2020	Daniel Garrote Sanchez, Nicolas Gomez Parra, Caglar Ozden, and Bob Rijkers.	World Bank	Which Jobs Are Most Vulnerable to COVID-19? What an Analysis of the European Union Reveals
May 2020	Norman V. Loayza	World Bank	Costs and Trade-Offs in the Fight Against the COVID-19 Pandemic: A Developing Country Perspective

## DECRG Report Launches and Lectures

DATE	SPEAKER	AFFILIATION	EVENT INFORMATION
Mar 9, 2016	Uwe Deichmann	World Bank	World Development Report 2016: Digital Dividends Launch
Mar 28, 2016	Kaushik Basu	World Bank	Master Lecture on Shared Prosperity – On the occasion of the World Bank Malaysia Office Launch
Jul 21, 2016	Robert C. Merton	MIT Sloan School of Management	Asia School of Business – World Bank Talk on “Understanding the Sources of Alpha and Global Diversification Pays”
Dec 5, 2016	Susmita Dasgupta	World Bank	Presentation at Universiti Malaysia Sarawak (UNIMAS) on “Minimizing Ecological Damage from Road Improvement in Tropical Forests: The Case of Myanmar”
Feb 7, 2018	Ayhan Kose Ayhan Kose, Allen Ng, Richard Record (Moderator)	World Bank World Bank, Khazanah Research Institute, World Bank	Launch of the January 2018 Global Economic Prospects (GEP) Report in Malaysia Presentation of the Report: Broad-Based Upturn, but for How Long? Panel Discussion: What Does the Strengthening Global Economy Mean for Malaysia?
Apr 12, 2018	Ata Can Bertay Boedi Armanto, Aznan Abdul Aziz, Kenichiro Kashiwase, Donald Hanna, Sadiq Currimbhoy, Jose de Luna-Martinez (Moderator)	World Bank Otoritas Jasa Keuangan Indonesia, Bank Negara Malaysia, IMF, CIMB, Maybank Kim Eng, World Bank	East Asia and Pacific Region Launch of the Global Financial Development Report 2017/2018: Bankers without Borders (jointly organized with Bank Negara Malaysia) Presentation of Key Findings from the GFDR 2017/2018 Panel Discussion: The Future of International Banking – Benefits and Costs
July 3, 2018	Lay Lian Chuah	World Bank	Khazanah Research Institute Brown Bag Seminar No. 6: Resource Misallocation and Productivity Gaps in Malaysia
July 16, 2018	Vijayendra Rao Leora Klapper Leora Klapper, Ghiyazuddin Ali Mohammad (Moderator)	World Bank World Bank World Bank, Alliance for Financial Inclusion (AFI)	Global Findex and the Fintech Revolution Public Lecture Opening Remarks Presentation: Key Findings of the 2017 Global Findex Discussion: The Role of Fintech in Advancing Financial Inclusion
Jan 30, 2020	Victoria Kwakwa Ong Kian Ming Aaditya Mattoo Rebecca Sta Maria Yeah Kim Leng Yong Poh Kon Aaditya Mattoo Khoo Hsu Chang (Moderator)	World Bank Minister of International Trade and Industry Malaysia World Bank Asia-Pacific Economic Cooperation Secretariat Sunway University Federation of Malaysian Manufacturers (formerly) World Bank BFM Radio	Regional Launch of the World Development Report 2020: Trading for Development in the Age of Global Value Chains Opening Remarks Official Address Presentation of the Report Panel Discussion

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#### DECRG Kuala Lumpur Conference Series

DATE	THEME
May 16, 2016	Rise of the South at a Crossroads: A View from East Asia and Latin America
Jan 16-17, 2017	Enhancing the Quality of Service Delivery
Jan 15-16, 2019	Globalization: Contents and Discontents

#### DECRG Local and Regional Conferences

DATE	THEME
Nov 8, 2016	End Poverty Campaign Panel Discussion
Dec 5-8, 2017	Drivers of ASEAN Integration 42nd Federation of ASEAN Economic Associations (FAEA) Conference, jointly hosted with the Malaysian Economic Association (MEA)

#### The Sundaran Memorial Prize for Young Malaysian Researchers

YEAR	WINNER	PAPER TITLE
2016	Boon Hwa Tng (Bank Negara Malaysia)	The Transmission of Financial Stress and its Interactions with Monetary Policy Responses in the ASEAN-5 Economies
2018–2019	Woan Foong Wong (University of Oregon) Award Citation and Winner's Profile	The Round Trip Effect: Endogenous Transport Costs and International Trade



## DECRG Journal Articles and Publications

DATE	AUTHORS	AFFILIATION	DETAILS
Nov 2015	Deval Desai, Michael Woolcock	Harvard Law School; World Bank	Desai, Deval and Michael Woolcock. 2015. Experimental Justice Reform: Lessons from the World Bank and Beyond. <i>Annual Review of Law and Social Science</i> 11: 155-174
Apr 2016	Ximena Del Carpio, Norman Loayza, Tomoko Wada	World Bank; World Bank; University of Minnesota	Del Carpio, Ximena, Norman Loayza, and Tomoko Wada. 2016. The Impact of Conditional Cash Transfers on the Amount and Type of Child Labor. <i>World Development</i> 80 (Issue C): 33-47.
Aug 2016	Norman Loayza, Jamele Rigolini	World Bank; Institute for the Study of Labor (IZA), Germany	Loayza, Norman, and Jamele Rigolini. 2016. The Local Impact of Mining on Poverty and Inequality: Evidence from the Commodity Boom in Peru. <i>World Development</i> 84 (Issue C): 219-234.
2016	Raphael Bergoeing, Norman Loayza, Facundo Piguillem	Chile's Center for Public Studies and University of Chile; World Bank; Einaudi Institute for Economics and Finance	Bergoeing, Raphael, Norman V. Loayza, and Facundo Piguillem. 2016. The Whole is Greater than the Sum of Its Parts: Complementary Reforms to Address Microeconomic Distortions. <i>World Bank Economic Review</i> 30 (2): 268-305.
Sep 2016	Michael Woolcock	World Bank	Woolcock, Michael. 2016. Critical Elements for Ensuring the Success of More Inclusive Social Policies, in <i>World Social Science Report 2016, Challenging Inequalities: Pathways to a Just World</i> . UNESCO Publishing, Paris. Pages 241-244.
Dec 2016	Norman Loayza	World Bank	Loayza, Norman V. 2016. Informality in the Process of Development and Growth. <i>World Econ.</i> 39: 1856-1916.
Mar 2017	Young Eun Kim, Wilma A. Stolk, Marcel Tanner, Fabrizio Tediosi	World Bank; Erasmus University Medical Center, Rotterdam, The Netherlands; Swiss Tropical and Public Health Institute, University of Basel, Switzerland; Swiss Tropical and Public Health Institute, University of Basel, Switzerland	Kim, Young Eun, Wilma A. Stolk, Marcel Tanner, and Fabrizio Tediosi. 2017. Modelling the Health and Economic Impacts of the Elimination of River Blindness (Onchocerciasis) in Africa. <i>BMJ Global Health</i> , 2(2).
June 2017 (published online)	Roberto Chang, Constantino Hevia, Norman Loayza	Rutgers University; Universidad Torcuato di Tella, Argentina; World Bank	Chang, Roberto, Constantino Hevia, and Norman Loayza. 2017. Privatization and Nationalization Cycles. <i>Macroeconomic Dynamics</i>
Nov 2017	Vijayendra Rao, Kripa Ananthpur, Kabir Malik	World Bank; Madras Institute of Development Studies, India; World Bank	Rao, Vijayendra, Kripa Ananthpur, and Kabir Malik. 2017. The Anatomy of Failure: An Ethnography of a Randomized Trial to Deepen Democracy in Rural India. <i>World Development</i> 99: 481 – 497.
Oct 2017 (published online)	Norman Loayza, Edgar Villa, Martha Misas	World Bank; Universidad de La Sabana, Campus Puente del Común. Chía, Colombia; Pontificia Universidad Javeriana, Colombia	Loayza, Norman, Edgar Villa, and Martha Misas. 2019. Illicit Activity and Money Laundering from an Economic Growth Perspective: A Model and an Application to Colombia. <i>Journal of Economic Behavior and Organization</i> Volume 159: 442-487.
Nov 2017 (published online)	Nur Ain Shahrier, Lay Lian Chuah	Sunway University Business School; World Bank	Shahrier, Nur Ain and Lay Lian Chuah. 2017. Estimating Malaysia's Output Gap: Have We Closed the Gap? <i>The Singapore Economic Review</i>
June 2018	Suzanne Verver, Martin Walker, Young Eun Kim, Grace Fobi, Afework H Tekle, Honorat G.M. Zouré, Samuel Wanji, Daniel A. Boakye, Annette C. Kuesel, Sake J. de Vlas, Michel Boussinesq, Maria- Gloria Basáñez, Wilma A. Stolk	University Medical Center Rotterdam; Imperial College London; World Bank; Independent Consultant, Cameroon; World Health Organization (WHO); WHO; University of Buea; University of Ghana; WHO; University Medical Center Rotterdam; Institut de Recherche pour le Développement, Montpellier, France; Imperial College London; University Medical Center Rotterdam	Verver, Suzanne, Martin Walker, Young Eun Kim, Grace Fobi, Afework H. Tekle, Honorat G.M. Zouré, Samuel Wanji, Daniel A. Boakye, Annette C. Kuesel, Sake J. de Vlas, Michel Boussinesq, Maria-Gloria Basáñez, Wilma A. Stolk. 2018. How Can Onchocerciasis Elimination in Africa Be Accelerated? Modeling the Impact of Increased Ivermectin Treatment Frequency and Complementary Vector Control. <i>Clinical Infectious Diseases</i> 66(4): S267-S274. June.
Mar 2019	Paromita Sanyal, Vijayendra Rao, Umang Prabhakar	Florida State University, World Bank, Florida State University	Sanyal, Paramita, Vijayendra Rao, and Umang Prabhakar. 2019. How Women Talk in Democracy. <i>Qualitative Sociology</i> , 42(1): 49-70.
Mar 2019	Lay Lian Chuah, Norman V. Loayza, and Achim D. Schmillen	World Bank	Loayza, Norman V., Lay Lian Chuah, and Achim D. Schmillen. 2019. El futuro del trabajo: Una carrera con la máquina y no contra esta. <i>Revista Moneda, Banco Central de Reserva del Perú</i> , Vol 177: 32-38.

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### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

## DECRG Journal Articles and Publications

DATE	AUTHORS	AFFILIATION	DETAILS
Mar 2019	Paul Christian, Eeshani Kandpal, and Nethra Palaniswamy and Vijayendra Rao	World Bank	Christian, Paul, Eeshani Kandpal, and Nethra Palaniswamy and Vijayendra Rao. 2019. Safety nets and natural disaster mitigation: evidence from cyclone Phailin in Odisha. <i>Climatic Change</i> , Volume 153 Issue 1-2: 141-164.
Mar 2019	Ramya Parthasarathy, Vijayendra Rao and Nethra Palaniswamy	McKinsey & Co, World Bank, World Bank	Parthasarathy, R, Vijayendra Rao and Nethra Palaniswamy. 2019. Unheard voices: the challenge of inducing women's civic speech. <i>World Development</i> , Volume 115: 64-77.
Apr 2019	Sharmila Devadas, Steven Pennings	World Bank	Devadas, Sharmila and Steven Pennings. 2019. Assessing the Effect of Public Capital on Growth: An Extension of the World Bank Long Term Growth Model. <i>Journal of Infrastructure, Policy and Development</i> , 3(1): 22-55.
Apr 2019	Rajah Rasiah, Latifah Merican Cheong, Cheong Kee Cheok, Norman V. Loayza	University of Malaya; Malaysian Economic Association (formerly); University of Malaya; World Bank	Rasiah, Rajah, Latifah Merican Cheong, Cheong Kee Cheok, and Norman V. Loayza. 2019. Introduction: ASEAN — Towards Economic Convergence. <i>Journal of Southeast Asian Economies</i> Vol 36 (1). Special Issue on "ASEAN: Towards Economic Convergence" by Rajah Rasiah, Latifah Merican Cheong, Cheong Kee Cheok, Norman V Loayza, editors.
May 2019	Ramya Parthasarathy, Vijayendra Rao and Nethra Palaniswamy	McKinsey & Co, World Bank, World Bank	Parthasarathy, Ramya, Vijayendra Rao and Nethra Palaniswamy. 2019. Deliberative Democracy in an Unequal World: A Text-As-Data Analysis of South India's Village Assemblies. <i>American Political Science Review</i> , Published online.
Aug 2019	Young Eun Kim, Norman V. Loayza	World Bank	Kim, Young Eun, and Norman V. Loayza. 2019. Productivity Growth: Patterns and Determinants Across the World and An Application to China. <i>China Policy Review</i> . Issue 4 and 5.
Dec 2019	Young Eun Kim, Norman V. Loayza	World Bank	Kim, Young Eun, and Norman V. Loayza. 2019. Productivity Growth: Patterns and Determinants across the World. <i>ECONOMIA</i> 42(84), 36-93.

## DECRG Books and Book Chapters

DATE	AUTHORS	AFFILIATION	DETAILS
2015	Matt Andrews, Lant Pritchett, Salimah Samji, Michael Woolcock	Harvard Kennedy School; Harvard Kennedy School; Harvard Kennedy School; World Bank	Andrews, Matt, Lant Pritchett, Salimah Samji and Michael Woolcock. 2015. Building Capability By Delivering Results: Putting Problem Driven Iterative Adaption (PDIA) Principles into Practice, in Alan Whaites, Eduardo Gonzales, Sara Fyson and Graham Teskey (eds.) <i>A Governance Practitioner's Notebook: Alternative Ideas and Approaches</i> . OECD. Paris. pp. 123-133.
Nov 2015	Michael Woolcock	World Bank	Woolcock, Michael. 2015. Culture, Politics and Development, in Carol Lancaster and Nicholas van de Walle (eds.) <i>Oxford Handbook of the Politics of Development</i> . New York: Oxford University Press.
Jan 2017	Matt Andrews, Lant Pritchett, Michael Woolcock	Harvard Kennedy School; Harvard Kennedy School; World Bank	Andrews, Matt, Lant Pritchett and Michael Woolcock. 2017. <i>Building State Capability: Evidence, Analysis, Action</i> . Oxford University Press.
July 2018	Norman Loayza, Amine Ouazad, Romain Ranciere	World Bank; HEC Montreal; University of Southern California	Loayza, Norman, Amine Ouazad, and Romain Ranciere. 2018. Financial Development, Growth, and Crisis: Is There a Trade-Off? In <i>Handbook of Finance and Development</i> . Thorsten Beck and Ross Levine, editors.
Oct 2018	Shareen Joshi, Nishtha Kochhar, Vijayendra Rao	Georgetown University; Georgetown University; World Bank	Joshi, Shareen, Nishtha Kochhar, and Vijayendra Rao. 2018. Are Caste Categories Misleading? The Relationship Between Gender and Jati in Three Indian State, in Siwan Anderson, Lori Beaman, and Jean-Philippe Platteau (eds.) <i>Towards Gender Equity in Development</i> . Oxford University Press.
Dec 2018	Vijayendra Rao, Paromita Sanyal	World Bank, Florida State University	Rao, Vijayendra and Paromita Sanyal. 2018. <i>Oral Democracy: Deliberation in Indian Village Assemblies</i> . Cambridge University Press.

DECRG Working Papers			
DATE	AUTHORS	AFFILIATION	DETAILS
Oct 2015	Maria Gonzalez De Asis, Michael Woolcock	World Bank	Gonzalez De Asis, Maria, and Michael Woolcock. 2015. Operationalizing the Science of Delivery Agenda to Enhance Development Results. Washington, D.C.: World Bank Group.
Jan 2016	Matt Andrews, Lant Pritchett, Michael Woolcock	Harvard Kennedy School; Harvard Kennedy School; World Bank	Andrews, Matt, Lant Pritchett and Michael Woolcock. 2016. The Big Stuck in State Capability for Policy Implementation. Center for International Development, Harvard University: Working Paper No. 318.
Feb 2016	Edgar Villa Martha A. Misas Norman Loayza	Universidad de La Sabana, Campus Puente del Común. Chía, Colombia; Pontificia Universidad Javeriana, Colombia; World Bank	Villa, Edgar, Martha A. Misas and Norman V. Loayza. 2016. Illicit activity and money laundering from an economic growth perspective: a model and an application to Colombia. Policy Research working paper; no. WPS 7578. Washington, D.C.: World Bank Group.
May 2016	Norman Loayza	World Bank	Loayza, Norman. 2016. La productividad como clave del crecimiento y el desarrollo: en el Perú y el mundo. Peruvian Economic Association, Working Paper no. 69.
June 2016	Kirk Hamilton, John Helliwell, Michael Woolcock	London School of Economics; University of British Columbia; World Bank	Hamilton, Kirk E., John F. Helliwell, and Michael Woolcock. 2016. Social capital, trust, and well-being in the evaluation of wealth. Policy Research working paper; no. WPS 7707. Washington, D.C.: World Bank Group.
Oct 2016	Norman Loayza	World Bank	Loayza, Norman V. 2016. Informality in the process of development and growth. Policy Research working paper; no. WPS 7858. Washington, D.C.: World Bank Group. A Toolkit for Informality Scenario Analysis: Excel File. User Guide
Jan 2017	Ha Nguyen, Huong Nguyen, and Anh Pham	World Bank; Tufts University; George Mason University	Nguyen, Ha Minh, Huong Nguyen and Anh Pham. 2017. Impact of oil price fluctuations on financial markets since 2014. Policy Research working paper; no. WPS 7957. Washington, D.C.: World Bank Group.
Jan 2017	Tatiana Didier Ruth Llovet Montanes Sergio L. Schmukler	World Bank	Didier Brandao, Tatiana, Ruth Llovet Montanes, and Sergio L. Schmukler. 2016. International financial integration of East Asia and Pacific. Policy Research working paper; no. WPS 7772. Washington, D.C. : World Bank Group. January 2017 version
May 2017	Constantino Hevia, Norman Loayza, and Claudia Meza-Cuadra	Universidad Torcuato di Tella; World Bank; World Bank	Hevia, Constantino, Norman V. Loayza, and Claudia Maria Meza Cuadra Balcazar. 2017. Industrial Policies vs Public Goods Under Asymmetric Information. Policy Research working paper; no. WPS 8052. Washington, D.C. : World Bank Group.
May 2017	Samuel Pursch, Andrea Woodhouse, Michael Woolcock, and Matthew Zurstrassen	World Bank	Pursch, Samuel James, Andrea Fitri Woodhouse, Michael Woolcock, and Matthew Pierre Zurstrassen. 2017. Documenting Myanmar's Social Transformation: Insights from Six Rounds of Research on Livelihoods and Social Change in Rural Communities. Policy Research working paper; no. WPS 8055. Washington, D.C. : World Bank Group
June 2017	Ha Nguyen and Jiaming Soh	World Bank; Bank Negara Malaysia	Nguyen, Ha Minh, and Jiaming Soh. 2017. Employment Multipliers over the Business Cycle. Policy Research working paper; no. WPS 8105. Washington, D.C. : World Bank Group.
Aug 2017	Fabian Mendez Ramos	World Bank	Mendez Ramos, Fabian. 2017. Assessing Forecast Uncertainty: An Information Bayesian Approach. Policy Research working paper; no. WPS 8165. Washington, D.C. : World Bank Group.
Sep 2017	Monica Das Gupta, Rajib Dasgupta, P. Kugananthan, Vijayendra Rao, T.V. Somanathan, K.N. Tewari	University of Maryland; Jawarhalal Nehru University; Chennai Municipal Corporation (retired); World Bank; Government of India; Municipal Corporation of Delhi (retired)	Das Gupta, Monica, Rajib Dasgupta, P. Kugananthan, Vijayendra Rao, Trikkur V. Somanathan, and K.N. Tewari. 2017. Flies Without Borders : Lessons from Chennai on Improving India's Municipal Public Health Services. Policy Research working paper; no. WPS 8197. Washington, D.C. : World Bank Group.
Mar 2018	Lay Lian Chuah, Norman Loayza, and Ha Nguyen	World Bank	Chuah, Lay Lian, Norman V. Loayza, and Ha Minh Nguyen. 2018. Resource Misallocation and Productivity Gaps in Malaysia. Policy Research working paper; no. WPS 8368. Washington, D.C. : World Bank Group.

## APPENDICES

### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

DECRG Working Papers			
DATE	AUTHORS	AFFILIATION	DETAILS
Mar 2018	Paul Christian, Eeshani Kandpal, Nethra Palaniswamy, Vijayendra Rao	World Bank	Christian, Paul, Eeshani Kandpal, Nethra Palaniswamy, and Vijayendra Rao. 2018. Safety Nets and Natural Disaster Mitigation: Evidence from Cyclone Phailin in Odisha. Policy Research working paper; no. WPS 8375. Washington, D.C. : World Bank Group.
Apr 2018	Norman Loayza, Amine Ouazad, Romain Ranciere	World Bank, HEC Montreal, University of Southern California	Loayza, Norman V., Amine Ouazad, and Romain Ranciere. 2018. Financial Development, Growth, and Crisis: Is There a Trade-Off?. NBER Working Paper No. 24474. Also previously published as World Bank Policy Research Working Paper No. WPS 8237. November 2017.
July 2018	Shareen Joshi, Nishtha Kochhar, and Vijayendra Rao	Georgetown University; Georgetown University/World Bank; World Bank	Joshi, Shareen, Nishtha Kochhar, and Vijayendra Rao. 2018. Jati Inequality in Rural Bihar. Policy Research working paper; no. WPS 8512. Washington, D.C. : World Bank Group.
Oct 2018	Sharmila Devadas, Steven Pennings	World Bank	Devadas, Sharmila, and Steven Michael Pennings. 2018. Assessing the Effect of Public Capital on Growth: An Extension of the World Bank Long Term Growth Model. Policy Research working paper; no. WPS 8604. Washington, D.C. : World Bank Group.
May 2019	Fabian Mendez Ramos	World Bank	Mendez Ramos, Fabian. 2019. Uncertainty in Ex-Ante Poverty and Income Distribution : Insights from Output Growth and Natural Resource Country Typologies. Policy Research working paper; no. WPS 8841. Washington, D.C. : World Bank Group.
May 2019	Young Eun Kim and Norman V. Loayza	World Bank	Kim, Young Eun, and Norman V. Loayza. 2019. Productivity Growth: Patterns and Determinants across the World. Policy Research working paper; no. WPS 8852. Washington, D.C. : World Bank Group.
Jun 2019	Subal C. Kumbhakar, Norman V. Loayza, Vivian Norambuena	State University of New York; World Bank; World Bank and University of Chile	Kumbhakar, S.C., Norman V. Loayza, and Vivian Norambuena. 2019. International Benchmarking for Country Economic Diagnostics.
Aug 2019	Sharmila Devadas, Ibrahim Elbadawi, and Norman V. Loayza	World Bank, Economic Research Forum, World Bank	Devadas, Sharmila, Ibrahim Ahmed Elbadawi, and Norman V. Loayza. 2019. Growth after War in Syria. Policy Research working paper; no. WPS 8967. Washington, D.C. : World Bank Group.  Also published as Economic Research Forum Working Paper No. 1340. August 2019.
Jan 2020	Erhan Artuc, Robert Cull, Susmita Dasgupta, Roberto Fattal, Deon Filmer, Xavier Giné, Hanan Jacoby, Dean Jolliffe, Hiau Looi Kee, Leora Klapper, Aart Kraay, Norman Loayza, David McKenzie, Berk Özler, Vijayendra Rao, Bob Rijkers, Sergio Schmukler, Michael Toman, Adam Wagstaff, and Michael Woolcock	World Bank	Artuc, Erhan, Robert Cull, Susmita Dasgupta, Roberto Fattal, Deon Filmer, Xavier Giné, Hanan Jacoby, Dean Jolliffe, Hiau Looi Kee, Leora Klapper, Aart Kraay, Norman Loayza, David McKenzie, Berk Özler, Vijayendra Rao, Bob Rijkers, Sergio Schmukler, Michael Toman, Adam Wagstaff, and Michael Woolcock. 2020. Toward Successful Development Policies: Insights from Research in Development Economics. Policy Research working paper; no. WPS 9133. Washington, D.C. : World Bank Group.

DECRG Speaking Engagements					
DATE	PRESENTER	EVENT	HOST INSTITUTION	LOCATION	PRESENTATION TITLE
Oct 20, 2015	Michael Woolcock	Pangkor International Development Dialog	State Government of Perak	Ipoh, Perak Malaysia	The 21st century development challenge: building state capability for implementation.
Oct 29-30, 2015	Norman V. Loayza	IBFC's 25th Anniversary Celebration	Labuan Financial Services Authority	Labuan Sabah, Malaysia	Uneven global growth recovery: Asia's key developments that will shape the global economy and the prospects.
Feb 18, 2016	Norman V. Loayza	8th Globalization and Economic Policy International Conference on: Asian Economic Integration and Development	University of Nottingham Malaysia Campus	Kuala Lumpur, Malaysia	The World Economy Annual Asia Lecture - "Informality and the Process of Economic Growth.
Apr 12, 2016	Michael Woolcock	Conference	UNDP Global Centre for Public Service Excellence	Singapore	Political Settlements and Public Service Performance.
Apr 14, 2016	Michael Woolcock	20th Malaysia Education Summit	Asian Strategy and Leadership Institute (ASLI)		Using adaptive strategies to reform education systems.
May 20, 2016	Michael Woolcock	Ministerial Forum	UNDP, Global Centre for Public Service Excellence	Singapore	Innovative approaches to governance challenges: a global perspective
Jun 8, 2016	Norman Loayza	Development Research Group Policy Research Talk	World Bank	Washington, D.C.	Informality in the Process of Development and Growth
Aug 5, 2016	Norman Loayza	Presidential address and plenary session presentation	The 2016 Annual Congress of the Peruvian Economic Association, Pontificia Universidad Católica del Perú	Lima	Informality in the Process of Economic Growth
Aug 11, 2016	Michael Woolcock	Keynote address	Malaysia Economic Association	Kuala Lumpur	The role of economic governance in sustainable and inclusive growth
Sept 28, 2016	Michael Woolcock	Training seminar	Harvard School of Public Health & GoM Department of Health		Change management in public organizations: familiar problems, unfamiliar explanations, alternative responses
Nov 3, 2016	Michael Woolcock	Conference	Global Delivery Initiative and Asian Development Bank	Chongqing, China	Case studies as a basis for internal learning and external sharing
Nov 15, 2016	Michael Woolcock	Keynote address for 'Evaluation Week'	International Initiative for Impact Evaluation	Delhi	Assessing the internal and external validity of 'complex' interventions: integrating evidence and theory
Jan 16-17, 2017	Michael Woolcock	Conference on Enhancing the Quality of Service Delivery			Enhancing the Quality of Service Delivery
Jan 17, 2017	Young Eun Kim	Conference on Enhancing the Quality of Service Delivery			The Role of Education in Enhancing Productivity: Some International Comparisons
Jan 25, 2017	Norman Loayza	Workshop on Malaysia's statistical system: Strengthening for the Future			DOSM as a Professional Statistical Authority
Feb 15, 2017	Norman Loayza	Informality and Growth			UNKL
Mar 7, 2017	Ha Nguyen	Short course Tutorial			Quantitative methods in Matlab

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DECRG Speaking Engagements					
DATE	PRESENTER	EVENT	HOST INSTITUTION	LOCATION	PRESENTATION TITLE
Mar 20-22, 2017	Norman Loayza & Chuah Lay Lian	Workshop on Measuring Firm-level Productivity			Alternative methodology to measure TFP using panel data
May 25, 2017	Fabian Mendez-Ramos	The 21st Malaysian Banking Summit: Banking in a New Era – Disruptive Technology Shaping the Future of Banking			EAP regional economic trends
Jun 4, 2017	Ha Nguyen	Asian Econometrics Society Meeting			Impact of oil price declines on financial markets
Jun 8, 2017	Ha Nguyen	National University of Singapore, Business School			Resource misallocation in Malaysia
Jun 24, 2017	Ha Nguyen	Society of Economics Dynamics, The University of Edinburgh			Demand-driven propagation: evidence from the Great Recession
Jul 14, 2017	Chuah Lay Lian & Ha Nguyen	Workshop	World Bank, Malaysia Hub	Kuala Lumpur	Estimating Productivity: Theory and Practice
Aug 1-2, 2017	Norman Loayza	VEAM 2017 Conference, Vietnam Economists Annual Meeting	University of Banking	Vietnam	Economic Growth; Economic Reforms, Productivity, Trade, Poverty Alleviation
Aug 2, 2017	Chuah Lay Lian	Singapore Economic Review Conference	Nanyang Technology University	Singapore	Resource misallocation in Malaysia
Aug 13, 2017	Vijayendra Rao	American Sociological Association Annual Conference	Presidential Panel	Montreal, Canada	Recasting Culture to Undo Gender
Aug 25, 2017	Norman Loayza	Conference: Peru Propuestas para Recuperar la Confianza en el Futuro	Peru Government	Lima, Peru	Informalidad: ¿Por qué y cómo reducirla?
Sep 19, 2017	Vijayendra Rao	Seminar	World Bank, Indonesia	Jakarta	Participatory Tracking
Oct 6-7, 2017	Vijayendra Rao	First Hirschman Conference	Boston University	Boston, USA	Deliberative Inequality
Oct 10, 2017	Vijayendra Rao	Lecture Series	Harvard Kennedy School	Cambridge, USA	New Thinking in Development
Oct 10, 2017	Fabian Mendez-Ramos	Seminar	World Bank, Malaysia Hub	Kuala Lumpur	Long-Term Growth in Natural Resource Rich Economies
Oct 17, 2017	Fabian Mendez-Ramos	Seminar	Central Bank of Mexico	Mexico City	Long-Term Growth in Natural Resource Rich Economies
Oct 26, 2017	Fabian Mendez-Ramos	Seminar	United Nations Economic Commission for Latin America and the Caribbean	Mexico City	Long-Term Growth in Natural Resource Rich Economies
Nov 8, 2017	Fabian Mendez-Ramos	Conference: 55th Annual Meeting and Conference of the Philippine Economic Society	Philippine Economic Society	Quezon City, Philippines	Assessing Forecast Uncertainty: An Information Bayesian Approach
Dec 4, 2017	Vijayendra Rao	Seminar	Monash University	Australia	The Economics of Discourse
Dec 5-6, 2017	Lay Lian Chuah	Workshop	Malaysia Bureau of Statistics	Putrajaya	Survey Guidelines on Employment Statistics from Establishment Approach
Dec 7-8, 2017	Vijayendra Rao	Conference	University of Canberra	Australia	Deliberative Inequality
Dec 12, 2017	Vijayendra Rao	Seminar	Australian National University	Australia	The Social Observatory
Jan 12, 2018	Lay Lian Chuah	Workshop	Productivity Research Network (PRN) Asia Development Bank	via Skype (Tokyo)	Understanding the Advantages & Pitfalls of Working with the Malaysian Census Data

DECRG Speaking Engagements					
DATE	PRESENTER	EVENT	HOST INSTITUTION	LOCATION	PRESENTATION TITLE
Jan 25, 2018	Norman Loayza	Seminar	World Bank	World Bank Office	LTGM – Natural Resource Extension: Brief presentation of the model and preliminary simulations
Feb 17, 2018	Vijayendra Rao	Podcast	Syntalk	Mumbai, India	Causes and Consequences of Poverty
Apr 6, 2018	Norman Loayza	Conference	Cambodia Economic Association	Cambodia	Keynote Presentation: “Labour Informality in the Process of Development and Growth: Concepts, Explanations and Policies” & Roundtable Discussion on Future Labour Movement, Skills, Competitiveness and Growth: Case of Cambodia
Apr 12, 2018	Norman Loayza	Report Launch	World Bank and Bank Negara Malaysia	Sasana Kijang	Opening Remarks
Apr 24, 2018	Lay Lian Chuah	Joint Half-Baked with BNM	World Bank and Bank Negara Malaysia	Sasana Kijang	Productivity Decomposition: Melitz-Polonec Approach
May 10, 2018	Vijayendra Rao	Seminar	DECRG/U of Malaya	Kuala Lumpur	Impact of climate change and role of Women’s groups
May 19, 2018	Vijayendra Rao	Seminar	Vrije University, Amsterdam	Amsterdam	Deliberative Inequality
Jun 25, 2018	Vijayendra Rao	Conference	IDEA-GREthA Conference, Bordeaux	Bordeaux, France	Oral Democracy
Sept 3-4, 2018	Norman Loayza	PRN Workshop	Productivity Research Network, NUS	Singapore	Productivity, Corporate Governance and Risk Management in the “Digital Age”
Sept 3-4, 2018	Lay Lian Chuah	PRN Workshop	Productivity Research Network, NUS	Singapore	PRN Firm Level Productivity Project: Malaysia’s Experience
Oct 25, 2018	Vijayendra Rao	Conference	World Bank	World Bank HQ	Social Observatory
Oct 30, 2018	Norman Loayza	Conference	Lima, Central Bank of Peru	Peru	Informality in the Process of Growth and Development
Nov 2, 2018	Vijayendra Rao	Seminar	Harvard University	Cambridge, MA, USA	Deliberative Inequality
Nov 5, 2018	Norman Loayza	Conference	Jakarta, Economix Conference, University of Indonesia	Indonesia	The Future of Work
Nov 6, 2018	Vijayendra Rao	Seminar	Stanford University	Palo Alto, CA, USA	Countering Clientelism
Nov 7, 2018	Vijayendra Rao	Seminar	University of California, Berkeley	Berkeley, CA, USA	Deliberative Inequality
Nov 28-30, 2018	Norman Loayza	Workshop/Training	WB Cambodia/Ministry of Finance Cambodia	Phnom Penh, Cambodia	LTGM Training
Nov 28-30, 2018	Sharmila Devadas	Workshop/Training	WB Cambodia/Ministry of Finance Cambodia	Phnom Penh, Cambodia	LTGM Training
Nov 28-30, 2018	Young Eun Kim	Workshop/Training	WB Cambodia/Ministry of Finance Cambodia	Phnom Penh, Cambodia	LTGM Training
Dec 6, 2018	Sharmila Devadas	Development Research Seminar Series	DECRG Malaysia	Kuala Lumpur, Malaysia	Assessing the Effect of Public Capital on Growth: An Extension of the World Bank Long Term Growth Model

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DECRG Speaking Engagements					
DATE	PRESENTER	EVENT	HOST INSTITUTION	LOCATION	PRESENTATION TITLE
Dec 11, 2018	Fabian Mendez Ramos	Half Baked Seminar	WB DECRG	Kuala Lumpur, Malaysia	Recent Patterns of Development and Uncertainty
Dec 20, 2018	Fabian Mendez Ramos	Seminar	WB DECRG	Kuala Lumpur, Malaysia	Uncertainty in Future Poverty and Inequality: Some Implications of Growth and Natural Resources
Mar 8, 2019	Vijayendra Rao	Seminar	Stanford University	Palo Alto, CA, USA	Oral Democracy
Mar 28, 2019	Vijayendra Rao	Class	University of Malaya	Kuala Lumpur, Malaysia	Reflective Development
Apr 4, 2019	Fabian Mendez Ramos	Video conference	Universidad de Monterrey (UEM)	Monterrey, Mexico	Uncertainty in Future Poverty, Inequality and Shared Prosperity
Apr 4, 2019	Fabian Mendez Ramos	Conference	Spring Meeting of Young Economists 2019. Université Libre de Bruxelles	Brussels, Belgium	Uncertainty in Future Poverty, Inequality, and Shared Prosperity: Some Insights From Typologies Based on Output Growth and Natural Resources
Apr 23, 2019	Young Eun Kim	Half Baked Seminar	WB DECRG	Kuala Lumpur, Malaysia	Impact of result-based health financing on the utilization of maternal and child health services in Nagaland, India
Apr 30, 2019	Vijayendra Rao	Public Lecture	Madras Institute of Development Studies	Chennai, India	Oral Democracy
Jul 1, 2019	Vijayendra Rao	Twelfth Malaysia Plan Kick-off Conference	Economic Planning Unit	Kuala Lumpur, Malaysia	Local Government and Citizen Engagement
Jul 1, 2019	Young Eun Kim	Twelfth Malaysia Plan Kick-off Conference	Economic Planning Unit	Kuala Lumpur, Malaysia	Malaysia's Productivity Paradox and Long Term Growth
Jul 25, 2019	Norman Loayza	The World Bank Group's 24 Hour Econathon (Malaysia Segment)	World Bank Chief Economist Office/ Communication Team	Kuala Lumpur, Malaysia	Live panel of economists discussing the future drivers of growth and sources of jobs in the region over the next decades
Sept 5-6, 2019	Norman Loayza	Long Term Growth Model (LTGM) Training Workshop	Development Research Group, World Bank Malaysia	Kuala Lumpur, Malaysia	Session 1: LTGM introduction
Sept 5-6, 2019	Young Eun Kim	Long Term Growth Model (LTGM) Training Workshop	Development Research Group, World Bank Malaysia	Kuala Lumpur, Malaysia	Session 5: LTGM-Total Factor Productivity Extension
Sept 11, 2019	Norman Loayza	Regional workshop on Using Labor Market Information for Addressing Skills Imbalances in South-East Asia	Social Protection and Jobs GP, World Bank Malaysia	Kuala Lumpur, Malaysia	The Future of Work: Race with – not against – the Machine?
Sept 19, 2019	Norman Loayza	World Bank - KDIS Research Partnership Workshop: Learning and the Future of Work	Development Research Group, World Bank Malaysia	Kuala Lumpur, Malaysia	Session 1: The Future of Work and the Implications for Malaysia and East Asia
Sept 27, 2019	Lay Lian Chuah	Technical Working Group (TWG) on Productivity	Malaysia Productivity Corporation	Kuala Lumpur, Malaysia	Provide Thoughts and Inputs on MPC's Research Framework on Firm Level Productivity Analysis for the 12th Malaysia Plan (2021-2025)
Oct 14 -15, 2019	Lay Lian Chuah	Workshop on Enhancing Public Sector Delivery	Kuala Lumpur, Malaysia	Kuala Lumpur, Malaysia	Open Data: Differences and Implications across Countries
Oct 31, 2019	Norman Loayza	Conference	Asia School of Business-IMF WEO Outreach	Kuala Lumpur, Malaysia	2019 IMF World Economic Outlook



## DECRG Speaking Engagements

DATE	PRESENTER	EVENT	HOST INSTITUTION	LOCATION	PRESENTATION TITLE
Nov 7-9, 2019	Norman Loayza	The 24th Annual LACEA Conference, Mexico	The Latin American and Caribbean Economic Association	Puebla, Mexico	Productivity Growth: Patterns and Determinants across the World
Dec 4-6, 2019	Norman Loayza	G20 Symposium	The G20 International Economic Cooperation	Riyadh, Saudi Arabia	Informality and labor market inclusion
Dec 11, 2019	Young Eun Kim	Lecture	Institute of Developing Economies	Tokyo, Japan	Productivity Growth: Patterns and Determinants across the World
Jan 21, 2020	Young Eun Kim	Half baked seminar	World Bank Malaysia	Kuala Lumpur, Malaysia	Impact of the Community-Led Health Project in Nagaland, India: Capacity Building and Result-Based Financing
Jan 23, 2020	Young Eun Kim, Sharmila Devadas, Vijayendra Rao	Roundtable Discussion	Malaysia Ministry of Economic Affairs	Kuala Lumpur, Malaysia	Malaysia's high-income transition: proposal to present findings to MEA on qualitative research and long term growth modelling
Apr 7, 2020	Norman Loayza	Development Policy and COVID-19 eSeminar Series	The Development Research Group based in DC	Webinar	Macroeconomic Policy in the Time of COVID-19: A Primer for Developing Countries
May 19, 2020	Norman Loayza	Virtual Conference on COVID-19 in Africa	Africa Training Institute, International Monetary Fund	Webinar	Macroeconomics Impact and Policy Responses Issues for Discussion: Understanding COVID-19 and its Impacts
May 21, 2020	Norman Loayza	IMF Seminar Series	IMF's Western Hemisphere Department	Webinar	Costs and Trade-Offs in the Fight against COVID-19: A Developing Country Perspective
May 29, 2020	Norman Loayza	BMPT session	Bangkok World Bank Office	Webinar	The Costs and Trade-Offs in the Fight against the COVID-19 Pandemic: A Developing Country Perspective
June 3, 2020	Norman Loayza	Seminar at the Central Bank of Peru	Central Bank of Peru	Webinar	New Research & Policy Brief on the Costs and Trade-Offs in the Fight against COVID-19
June 11, 2020	Norman Loayza	Webinar on COVID-19 y respuestas de políticas en el Perú	Grupo de Análisis para el Desarrollo (GRADE)	Webinar	Costs and Tradeoffs in the fight against COVID-19

## DECRG Visiting Scholars and Short Courses

DATE	VISITING SCHOLAR	AFFILIATION	TITLE OF COURSE
Nov 7-11, 2016	Luis Servén	DECRG	Globalization and Crises
Mar 6-17, 2017	Roberto Chang	Rutgers University	Quantitative Methods for Macroeconomics
Nov 12-16, 2018	Karthik Muralidaran, Vijayendra Rao	University of California, San Diego; World Bank	Impact Evaluation Methods
Sep 5-6, 2019	Jorge Guzman, Young Eun Kim, Norman V. Loayza, Steven Pennings	World Bank	Long Term Growth Model (LTGM) Training Workshop
Sep 19, 2019	Mary Breeding, Deon Filmer, Halsey Rogers, Shwetlena Sabarwal	World Bank	World Bank-KDIS Research Partnership Workshop: Learning and the Future of Work

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DECRG Blogs		
DATE	AUTHOR	TITLE
Dec 22, 2015	Michael Woolcock	Beyond the quest for "policy implications": Alternative options for applied development researchers
May 28, 2016	Michael Woolcock	Policy-practice mismatches: insights from Indigenous affairs
Jun 2, 2016	Norman Loayza	Do local communities benefit from mining?
Jul 20, 2016	Michael Woolcock	Using case studies to explore and explain complex interventions
Jul 20, 2016	World Bank News (Feature Story)	New Study Reveals the Complexity of the Informal Sector
Feb 23, 2017	Fabian Mendez Ramos, with Nina Paustian	Agribusiness Trade as a Pillar of Development: Measurement and Patterns
May 2, 2017	Ruth Llovet Montanes, with Tatiana Didier and Sergio L. Schmukler	Asia's Financial Connections with the Rest of the World: Changing Patterns
May 24, 2017	Sharmila Devadas	Should a Country Limit Unskilled Immigrant Workers to Safeguard National Productivity Growth?
Jun 29, 2017	Norman Loayza	Industrial Policies Versus Public Goods to Spur Growth
Oct 25, 2018	Norman Loayza	The Winter is Coming: Crisis Management Should Be Prepared Before a Crisis Strikes, Not in the Midst of It
Nov 23, 2018	Norman Loayza	¿Cómo manejar una crisis?
Nov 28, 2018	Stéphane Hallegatte, with Brian Walsh and Jun Erik Rentschler	From Risk to Opportunity: Expanding the Risk Management Toolbox to Build More Resilient Societies
Dec 10, 2018	Lay Lian Chuah, Norman V. Loayza, and Achim D. Schmillen	The Future of Work: Race with – not against – the Machine
Jan 10, 2019	Vijayendra Rao, with Paromita Sanyal	Oral Democracy
Jan 16, 2019	Carlos Végh, with Guillermo Vuletin and Daniel Riera-Crichton	On Risk and Black Swans in Developing Countries
Feb 12, 2019	Inci Otker	Building A More Resilient Caribbean to Natural Disasters and Climate Change
Mar 5, 2020	Norman Loayza and Michael Woolcock	Designing good policies is one thing, implementing them is another.
Apr 7, 2020	Norman Loayza	Smart Containment and Mitigation Measures to Confront the COVID-19 Pandemic: Tailoring the Pandemic Response to the Realities of Poor and Developing Countries.
May 6, 2020	Norman Loayza	Aid effectiveness during the COVID-19 pandemic: This time it must be better.

## Global Indicators Group

Team 1: Doing Business					
DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Workshop	Jan 2016	Regional Doing Business Workshop in Malaysia.	Joanna Nasr, Laura Diniz, Jean Arlet, Edgar Chavez, Melissa Johns	Polymakers, academia, international institutions	Delivered
Data Collection	Mar - Sept 2016	Taiwan, China; Hong Kong SAR, China; Malaysia; Mongolia; Thailand; China; Brunei Darussalam; Vietnam; Bhutan; Fiji; Philippines; Vanuatu; Sri Lanka; Indonesia; India; Cambodia; Maldives; Tonga; Lao PDR; Samoa; Nepal; Pakistan; Solomon Islands; Palau; Papua New Guinea; Afghanistan; Myanmar; Kiribati; Timor-Leste and Bangladesh.	Joanna Nasr, Laura Diniz, Jean Arlet, Edgar Chavez, Dorina Georgieva	Polymakers, academia, international institutions	Completed
Workshop	May 23-27, 2016	Organized a five-day Doing Business workshop in Brunei. Doing Business	Team in Kuala Lumpur	Polymakers, academia, international institutions	Delivered
Workshop	Aug 17-18, 2016	Organized an International Trade and Logistics Workshop (August 17 – 18, 2016) in collaboration with the National Logistics Taskforce of the Malaysian Ministry of Transport	Valentina Saltane, Dorina Georgieva, Hulya Ulku	Polymakers, academia, international institutions	Delivered
Launch	Oct 26, 2016	Launched the Doing Business 2017 Report with a half-day event in the World Bank Office in Kuala Lumpur. The event was attended by government, private sector and civil society representatives from Malaysia, as well as representatives from Cambodia, Lao PDR, and Thailand.	Hulya Ulku, Joanna Nasr, Laura Diniz, Dorina Georgieva, Jean Arlet, Edgar Chavez	Polymakers, academia, international institutions	Delivered
Workshop	Nov 14-18, 2016	Organized a five-day Doing Business workshop, "The Way Forward for Malaysia" (November 14-18, 2016), jointly with PEMUDAH to explain the Doing Business methodology and results for Malaysia	Hulya Ulku, Joanna Nasr, Laura Diniz, Dorina Georgieva, Jean Arlet, Edgar Chavez	Polymakers, academia, international institutions	Delivered
Policy Paper	Mar 9, 2017	Relationship between the efficiency and quality of land administration and financial access	Laura Diniz	Polymakers, academia, international institutions	Delivered
Policy Paper	Mar 23, 2017	Electricity Tariffs, Power Outages and Firm Performance: A Comparative Analysis	Jean Arlet	Polymakers, academia, international institutions	Delivered
Policy Paper	Mar 23, 2017	Relationship between the extent of credit information and financial access	Edgar Chavez	Polymakers, academia, international institutions	Delivered
Meeting	Mar 23, 2017	Between PEMUDAH Task Forces and Rita Ramalho, Senior Manager of DECIG on DB indicators.		PEMUDAH, MPC, BN	Delivered
Meeting	Apr 7, 2017	With PEMUDAH on the quality of judicial index in Malaysia (EC)		PEMUDAH	Delivered
Meeting	Apr 19, 2017	With PEMUDAH on Resolving Insolvency Indicator's methodology		PEMUDAH	Delivered

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Team 1: Doing Business					
DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Meeting	Apr 20, 2017	With the Deputy Secretary General of Treasury in DC on Ease of Doing Business in Malaysia		Malaysia MOF	Delivered
Workshop	Apr 21, 2017	With Hong Kong SAR, China Delegation on Construction Permit and Trading Across Borders indicator in Sasana Kijang		Hong Kong SAR, China Government	Delivered
Seminar	May 3, 2017	Seminar by Augusto Lopez Claros, Senior Advisor, DEC, organized jointly with DECIG and ASB		NGOs, Academia, Government	Delivered
Event	May 4, 2017	Half day event on Doing Business 2017 & Promoting Prosperity by Improving Women's Rights. Speaker: Augusto Lopez Claros. Panel Discussion with Anne Abraham, co-founder of 30% Club Malaysia Chapter and Siobhan Das, Director of American Chamber of Commerce Malaysia, and Augusto Lopez Claros, World Bank		PEMUDAH, MPC, BNM, NGOs	Delivered
Meeting	May 18, 2017	With PEMUDAH on Starting a Business Indicator's methodology		PEMUDAH	Delivered
Data Collection	Jun 2017	Doing Business team in Kuala Lumpur collected data from 40 economics in the EAP, ECA, and Africa regions for DB 2018.		Governments, private sector, academia, NGOs	Completed
Workshop	Jul 2017	Presentation to the High- Level Task Force on the Bankruptcy Ecosystem of SMEs and recommendations to enhance and provide for a more equitable enabling environment for entrepreneurs	Magdalini Konidari	Polymakers	Delivered
Workshop	Aug 2017	Workshop on trade facilitation attended by 30+ participants from the public and private sector	Dorina Georgieva	Polymakers (MPC, MITI)	Delivered
Workshop	Aug 2017	International best practices for business registration and incorporation (APEC Meeting in Ho Chi Minh City, Vietnam)	Nadia Novik	Polymakers, academia, international institutions	Delivered
Workshop	Sep 2017	Presentation on improving business regulations at the Market Supervision and Management Forum (Haikou, China)	Dorina Georgieva	Polymakers, academia, international institutions	Delivered
Launch	Nov 2017	Launched the Doing Business 2018 report with a half day deep-dive event in Sasana Kijang. The event was attended by government, private sector and civil-society representatives as well as VC connections to Mongolia and Indonesia	Team in Kuala Lumpur	Polymakers, academia, international institutions	Delivered
Workshop	Feb 2018	3-day workshop on 5 DB indicators with a delegation from Hong Kong SAR, China	Team in Kuala Lumpur	Polymakers	Delivered
Policy note	Feb 2018	Describes the slowdown on global trade and explores the factors and policies shaping future trade patterns.	Dorina Georgieva, Norman Loayza, Fabian Mendez Ramos	Polymakers, academia, international institutions	Published
Workshop	May 2018	Presentation on the DB2018 report and its lessons for Chinese cities at the Guangzhou Forum on Global Cities. A parallel workshop was held with Guangzhou municipal government officials on strategies for improving their business environment	Arvind Jain	Polymakers, academia, international institutions	Delivered
Chapter	May 2018	Chapter entitled "Facilitating SME Financing through Lending" in the report "Improving Access to Finance for SMEs: New Opportunities through Credit Reporting, Secured Lending and Insolvency"	Magdalini Konidari	Polymakers, academia, international institutions	Published

Team 1: Doing Business					
DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Report	Jun 2018	Overview of public consultation practices in rulemaking in Malaysia (part of Good Regulatory Practice Program)	Dorina Georgieva, Nadia Novik, Alfredo Gonzalez Briseno, Peter Ladegaard	Polymakers	Delivered
Data Collection	Jun 2018	Data collection and coding for DB2019 with questionnaires being sent to data contributors in 40+ economies in the EAP and other regions	Team in Kuala Lumpur	Governments, private sector, academia, NGOs	Completed
Launch	Nov 2018	Launched the Doing Business 2019 report with a half day deep-dive event in Sasana Kijang. The event was attended by government, private sector and civil-society representatives as well as VC connections to Australia, Indonesia, Mongolia and Thailand	Team in Kuala Lumpur	Polymakers, academia, international institutions	Delivered
Workshop	Nov 2018	Presentation on legal frameworks that enable equal economic opportunities for men and women for the International Conference on Business Dynamics (Selangor, Malaysia)	Nadia Novik	Polymakers, academia, international institutions	Delivered
Workshop	Nov 2018	Presentation on best practices in construction quality control for the Belt and Road conference (Guangzhou, China)	Enrique Orellana	Polymakers, academia, international institutions	Delivered
Workshop	Nov 2018	Presentation on Doing Business legal indicators for the APEC 2018 Ease of Doing Business workshop (Seoul, Korea)	Maksym Iavorskyi	Polymakers, academia, international institutions	Delivered
Case study	Nov 2018	Getting Electricity: Understanding the Benefits of Wiring Regulation	Viktoriya Ereshchenko	Polymakers, private sector, international institutions	Published
Case study	Nov 2018	Enforcing Contracts and Resolving Insolvency: Training and Efficiency in the Judicial System	Maksym Iavorskyi	Polymakers, private sector, international institutions	Published
Case study	Nov 2018	Starting a Business and Registering Property: The Role of Training in Facilitating Entrepreneurship and Property Rights	Nadia Novik, Erick Tjong	Polymakers, private sector, international institutions	Published
Workshop	Mar 2019	2-day workshop on 5 DB indicators with a delegation from Hong Kong SAR, China	Team in Kuala Lumpur	Polymakers	Delivered
Workshop	Apr 2019	Workshop with MPC on the upcoming Contracting with Government indicator for Doing Business study	Antoni Albert Nogues Comas	Polymakers	Delivered
Workshop	Apr 2019	Presentation on Enforcing Contracts indicator at the International Legal Forum <<Tashkent Law Spring>> (Tashkent, Uzbekistan)	Maksym Iavorskyi	Polymakers, academia, international institutions	Delivered
Policy note	Jun 2019	Income Inequality and Labor Market Regulations: A Comparative Analysis	Erick Tjong, Achim D. Schmillen	Polymakers, academia, international institutions	Published
Data Collection	Jun 2019	Data collection and coding for DB2020 with questionnaires being sent to data contributors in 40+ economies in the EAP and other regions	Team in Kuala Lumpur	Governments, private sector, academia, NGOs	Completed
Research paper	Jul 2019	Policy and Regulatory Issues with Digital Businesses	Rong Chen	Polymakers, academia, international institutions	Published as WB Policy Research Working Paper

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### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

Team 1: Doing Business					
DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Workshop	Aug 2019	Consultative workshop on a new set of Digital Business indicators with public and private stakeholders.	Rong Chen, Enrique Orellana, Arvind Jain	Policy makers, academia, international institutions	Delivered
Launch	Oct 2019	Launched the Doing Business 2020 report with a half day deep-dive event in Sasana Kijang. The event was attended by government, private sector and civil-society representatives as well as VC connections to Indonesia, Philippines, Singapore, and Thailand	Team in Kuala Lumpur	Policy makers, academia, international institutions	Delivered
Workshop	Nov 2019	Presentation on five Doing Business indicators at the DB Methodology Workshop organized by the Ministry of Finance (Chongqing, China)	Enrique Orellana	Policy makers, academia, international institutions	Delivered
Workshop	Nov 2019	Presentation on international best practices in the area of getting electricity at the Modern International Business Environment Brings New Brilliance (Guangzhou, China)	Viktoriya Ereshchenko	Policy makers, academia, international institutions	Delivered
Workshop	Nov 2019	Presentation on findings of the Doing Business 2020 study at the International Conference on Ease of Doing Business (Seoul, Korea)	Varun Eknath	Policy makers, academia, international institutions	Delivered
Workshop	Feb 2020	Presentation on the Third Action Plan for the APEC Ease of Doing Business workshop (Putrajaya, Malaysia)	Varun Eknath, Yuriy Avramov	Policy makers, academia, international institutions	Delivered
Chapters	Apr 2020	Chapters on Registering Property and Dealing with Construction Permits for the Subnational Doing Business in Malaysia 2020 report	Maksym Iavorskyi, Enrique Orellana	Governments, private sector, academia, NGOs	Delivered
Article	Apr 2020	Malaysia Doing Business 2020: Pursuing Reforms at the Top	Varun Eknath	Governments, private sector, academia, NGOs	Published in Development Digest
Policy note	May 2020	The ABCs for Smart Regulations: Education and Quality of Business Regulations	Nadia Novik	Policy makers, academia, international institutions	Delivered
Case study	May 2020	From Paper to the Cloud- Improving Building Control through E-permitting	Enrique Orellana	Policy makers, academia, international institutions	Published
Case study	May 2020	Digitalization and the Use of Technology in the Electricity Sector	Viktoriya Ereshchenko	Policy makers, academia, international institutions	Published
Data Collection	Jun 2020	Data collection and coding for DB2021 with questionnaires being sent to data contributors in 50+ economies in the EAP and other regions	Team in Kuala Lumpur	Governments, private sector, academia, NGOs	Completed

Team 2: Enterprise Surveys					
DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Research paper	Dec 2015	Competition and Labor Productivity in India's Retail Stores	Mohammad Amin	Policy makers, academia, international institutions	Published in Journal of Asian Economics in 2016
Data collection	Mar - May 2016	Enterprise Survey data collection Indonesia, Vietnam	Valeria Perotti	Policy makers, academia, international institutions	Completed
Policy note	Jun 2016	Informal Firms in Myanmar	Mohammad Amin	Policy makers, academia, international institutions	Published as ES Notes Series, 2016
Policy note	Jul 2016	Legal Institutions and Women's Employment.	Mohammad Amin, Asif Islam	Policy makers, academia, international institutions	Published as ES Notes Series, 2016
Workshop	Mar 20, 2017	Three-day workshop of DECEA in Sasana Kijang on Malaysia's ES data and productivity		Policy makers, researchers,	Delivered
Policy note	Mar 20, 2017	Trade in Malaysia	Mohammad Amin, Jean Arlet, Hulya Ulku	Policy makers, academia, international institutions	Delivered
Chapter	May 2017	Microenterprises in Myanmar in Jobs Report in Myanmar	Mohammad Amin	Myanmar Government, policy makers, academia, international institutions	Delivered
Policy Paper	Jun 30, 2017	Regulation, Corruption and Productivity using ES Data from East Asia	Mohammad Amin, Hulya Ulku	Policy makers, academia, international institutions	Will be delivered by December 2018
Policy note	Jun 2017	Services Productivity	Mohammad Amin	Policy makers, academia, international institutions	Mimeograph
Policy Paper	Jun 2017	Women, Business and the Law indicators and women's participation in economic activities as workers, top managers and owners	Mohammad Amin, Asif Islam, Silvia Muzi	Researchers, policy makers, NGOs, academia	Delivered
Policy note	Jul 2017	What Do Exporters in Malaysia Look Like?	Mohammad Amin, Jean Arlet, Hulya Ulku	Policy makers, academia, international institutions	Published as ES Notes Series
Policy note	Oct 2017	Women Workers in Malaysia's Private Sector	Mohammad Amin, Amanda Zarka	Policy makers, academia, international institutions	Published as ES Notes Series
Data collection	Jan 2018	FDI survey on the barriers foreign firms face while operating in Myanmar.	Arvind Jain	Policy makers, academia, international institutions	Completed
Policy note	Apr 2018	Women on Boards in Malaysia	Mohammad Amin, Mei Ling Tan	Policy makers, academia, international institutions	Published in Development Digest

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### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

Team 2: Enterprise Surveys					
DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Data collection	Apr 2018	Myanmar follow-up surveys on business flows administered to respondents of the Myanmar 2016 Enterprise Survey	Arvind Jain	Policymakers, academia, international institutions	Completed
Research paper	May 2018	The Labor Productivity Gap Between Female and Male-Managed Firms in the Formal Private Sector	Asif Islam, Isis Gaddis, Amparo Palacios Lopez, Mohammad Amin	Policymakers, academia, international institutions	Published in Feminist Economics
Policy note	Jun 2018	Female Top Managers in Malaysia	Mohammad Amin, Amanda Zarka	Policymakers, academia, international institutions	Published as ES Notes Series
Research paper	Jun 2018	Paid Maternity Leave and Female Employment	Mohammad Amin, Asif Islam	Policymakers, academia, international institutions	Published as WB Policy Research Working Paper
Research paper	Jun 2018	Decomposing the Productivity Gap Between Malaysia and High-Income Countries	Mohammad Amin, Asif Islam	Policymakers, academia, international institutions	Under Review
Data collection	Oct 2018	Lao PDR Enterprise Survey 2018 and Informal Business Survey data collection. 332 formal and 367 informal firms were interviewed on various aspects of the business environment and firm performance	Arvind Jain	Policymakers, academia, international institutions	Completed
Policy note	Jan 2019	Firm Performance and the Business Environment in Malaysia: A Comparison with High-Income and Upper-Middle-Income Countries	Mohammad Amin, Yew Chong Soh	Policymakers, academia, international institutions	Published as ES Notes Series
Research paper	Apr 2019	Corruption and Country Size: Evidence Using Firm-Level Survey Data	Mohammad Amin, Yew Chong Soh	Policymakers, academia, international institutions	Published as WB Policy Research Working Paper
Research paper	May 2019	Corruption's Influence on Labor Productivity: Are All Firms Equal?	Mohammad Amin, Yew Chong Soh	Policymakers, academia, international institutions	Under Review
Research paper	Jun 2019	Understanding the Labor Productivity Gap between Low-Income and Middle-Income Countries: Evidence Using Firm-level Survey Data	Mohammad Amin, Asif Islam, Jiaming Soh	Policymakers, academia, international institutions	Under Review
Research paper	Dec 2019	Decomposing the Labor Productivity Gap between Upper-Middle-Income and High-Income Countries	Mohammad Amin, Asif Islam, Usman Khalid	Policymakers, academia, international institutions	Published as WB Policy Research Working Paper
Research paper	Feb 2020	Does Greater Regulatory Burden Lead to More Corruption? Evidence Using Firm-Level Survey Data for Developing Countries	Mohammad Amin, Yew Chong Soh	Policymakers, academia, international institutions	Published in World Bank Economic Review
Research paper	Apr 2020	Does Corruption Hurt Financially Constrained Firms More?	Mohammad Amin, Yew Chong Soh	Policymakers, academia, international institutions	Under review
Policy note	Jun 2020	Total Factor Productivity and the Business Environment	Mohammad Amin	Policymakers, academia, international institutions	Under Review



## Team 2: Enterprise Surveys

DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Research paper	Jun 2020	Does Competition from Informal Firms Hurt Job Creation by Formal Firms? Evidence Using Firm-Level Survey Data	Mohammad Amin	Policy makers, academia, international institutions	Under Review
Research paper	Jun 2020	The Impact of Ethnic Fractionalization of Labor Productivity of Small vs. Large Private Firms	Mohammad Amin	Policy makers, academia, international institutions	Under Review
Research paper	Jun 2020	Does Competition from Informal Firms Hurt R&D Activity by Formal SME Firms?	Mohammad Amin	Policy makers, academia, international institutions	Under Review
Research paper	Jun 2020	The Link Between Regulatory Environment and Firm-Performance: Evidence using Doing Business and Firm-Level Data	Mohammad Amin	Policy makers, academia, international institutions	Under Review

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### Appendix 1.2: List of Products and Work Delivered Under OSA 1.0

Team 3: Agriculture					
DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Data Collection	Jan - May 2016	Sri Lanka, Malaysia, Thailand, the Philippines, Vietnam, Myanmar, Cambodia, and Lao PDR.	Raian Divanbeigi, Nina Paustian, Marina Kayumova	Polymakers, academia, international institutions	Completed
Policy note	Mar 2016	Structural Transformation of the Agricultural Sector: A Primer.	Raian Divanbeigi, Nina Paustian, Norman Loayza	Polymakers, academia, international institutions	Published as Research Policy Brief
Workshop	Mar 2016	Organized a workshop in Vietnam: Enabling the Business of Agriculture Team.		Polymakers, academia, international institutions	Delivered
Participation	Mar 30, 2016	Center for Sustainable Agricultural Mechanization Regional Mechanization Conference.	Raian Divanbeigi, Nina Paustian	Polymakers, academia, international institutions	Delivered
Workshop	Apr 2016	Enabling the Business of Agriculture in Cambodia.	Raian Divanbeigi, Nina Paustian, Farbod Youssefi	Polymakers, academia, international institutions	Delivered
Policy note	Jan 01, 2017	Measurement and Patterns of World Agribusiness Trade	Fabian Ramos, Nina Paustian	BNM, polymakers, academia, international institutions	Delivered
Seminar	Mar 21, 2017	Regulatory Constraints to Agricultural Productivity	Raian Divanbeigi	Polymakers, academia, WBG	Delivered
Policy Paper	May 31, 2017	Regulatory Constraints to Agricultural Productivity	Raian Divanbeigi, Federica Saliola	Polymakers, academia, international institutions	Delivered
Policy note	Jun 2017	Agricultural Development and Regulation in Developing East Asia	Raian Divanbeigi, Marina Kayumova	Researchers, polymakers, NGOs, academia	Delivered
Workshop	Sep 2017	Presentation on the Water topic and associated research at the International Water Association Asia Pacific Conference (Kuala Lumpur)	Bill Garthwaite	Polymakers, academia, international institutions	Delivered
Workshop	Sep 2017	4 webinars on Enabling the Business of Agriculture topic data to water stakeholders (27 countries across regions)	Bill Garthwaite	Polymakers, academia, international institutions	Delivered
Policy note	Sep 2017	Law and water security in Asia and the Pacific	Bill Garthwaite	Polymakers, academia, international institutions	Delivered
Policy note	Oct 2017	Water law's untapped potential for supporting water security in developing countries	Bill Garthwaite	Polymakers, academia, international institutions	Delivered
Data Collection	Nov 2017	Pilot data collection for Enabling the Business of Agriculture Water topic (4 countries)	Bill Garthwaite	Governments, private sector, academia, NGOs	Completed
Workshop	Nov 2017	Presentation on the Enabling the Business of Agriculture Finance and Markets topics at the International Cooperative Alliance Global Congress (Kuala Lumpur)	Bill Garthwaite	Polymakers, academia, international institutions	Delivered

Team 3: Agriculture					
DELIVERABLE TYPE	DATE	NAME	AUTHOR	STAKEHOLDERS	NOTES
Policy note	Jun 2018	Anchoring water demand management	Bill Garthwaite	Policymakers, academia, international institutions	Delivered
Data Collection	Dec 2018	Data collection for Enabling the Business of Agriculture Water topic (81 countries)	Bill Garthwaite	Governments, private sector, academia, NGOs	Completed
Policy note	Dec 2018	Case study on Malaysia's water resources law reform process with a quantitative legal analysis at the subnational level.	Bill Garthwaite, Rasyidah Khalid	KATS, policymakers, academia,	Delivered
Chapter	Jan 2019	Legislative assessment on the legal framework for water resources management in Pakistan	Bill Garthwaite	Policymakers, academia, international institutions	Delivered

## APPENDICES

### Appendix 1.3: Hub Staffing Update

# Appendix 1.3: Hub Staffing Update



NO	NAME	GLOBAL PRACTICE AREA	ROLE
<b>WORLD BANK GROUP STAFF</b>			
1	Fock, Achim	Country Management Unit	Acting Country Director
2	Raad, Firas	Country Management Unit	Country Manager
3	Record, Richard	Macroeconomics, Trade & Investment	Lead Economist
4	Teh Sharifuddin, Shakira	Macroeconomics, Trade & Investment	Senior Economist
5	Chong, Yew Keat	Macroeconomics, Trade & Investment	Economist
6	Bandaogo, Mahama Abdel Samir	Macroeconomics, Trade & Investment	Young Professional
7	Simler, Kenneth	Poverty & Equity	Senior Economist
8	Ali Ahmad, Zainab	Poverty & Equity	Consultant
9	Reddy, Rekha	Finance, Competitiveness & Innovation	Senior Financial Sector Specialist
10	Kuriakose, Smita	Finance, Competitiveness & Innovation	Senior Economist
11	Zhang, Wei	Finance, Competitiveness & Innovation	Senior Financial Sector Specialist
12	Mohamed Osman, Mohamed Rozani	Finance, Competitiveness & Innovation	Senior Financial Sector Specialist
13	Abdul Aziz, Ahmad Hafiz	Finance, Competitiveness & Innovation	Consultant
14	Rajoo, Uma	Finance, Competitiveness & Innovation	Consultant
15	Mohd Zulkifli Tiew, Haris Syahir	Finance, Competitiveness & Innovation	Consultant
16	Shah Mohd Rasid, Mohamed Eskandar	Finance, Competitiveness & Innovation	Consultant
17	Bajpai, Rajni	Governance	Lead Public Sector Specialist
18	Myers, Bernard	Governance	Senior Public Sector Specialist
19	Govindasamy, Jeevakumar	Governance	Public Sector Management Specialist
20	Ibrahim, Abdullah Ma'Amor	Governance	Public Sector Management Specialist
21	Halid, Shahrul Natasha	Governance	Public Sector Management Specialist
22	Loo, Carmen	Governance	Consultant
23	Schmillen, Achim Daniel	Social Protection & Jobs	Senior Economist
24	Abdur Rahman, Amanina	Social Protection & Jobs	E T Consultant

NO	NAME	GLOBAL PRACTICE AREA	ROLE
25	Jasmin, Alyssa Farha	Social Protection & Jobs	Consultant
26	Taffesse, Samuel	Agriculture and Food	Senior Agriculture Economist
27	Eliste, Paavo	Agriculture and Food	Lead Agriculture Economist
28	Kar, Anuja	Agriculture and Food	Economist
29	Kataoka, Sachiko	Education	Senior Economist
30	Rinkinen, Aija Maarit	Education	Senior Education Specialist
31	Loayza, Norman V.	Global Development Research Group	Lead Economist
32	Kim, Young Eun	Global Development Research Group	Economist
33	Ramos, Fabian Mendez	Global Development Research Group	Economist
34	Devadas, Sharmila	Global Development Research Group	Economist
35	Chuah, Lay Lian	Global Development Research Group	Economist
36	Shaharuddin, Nurlina	Global Development Research Group	Consultant
37	Ab Razak, Izzati Afiqah	Global Development Research Group	Consultant
38	Jain, Arvind	Global Indicators Group	Senior Economist/Statistician
39	Amin, Mohammad	Global Indicators Group	Senior Economist
40	Ereshchenko, Viktoriya	Global Indicators Group	Analyst
41	Orellana Tamez, Enrique	Global Indicators Group	Analyst
42	Soh, William Yew Chong	Global Indicators Group	E T Consultant
43	Mellone, Margherita	Global Indicators Group	Consultant
44	Eknath, Varun	Global Indicators Group	Consultant
45	Tan, Mei Ling	Country Management Unit	Country Operations Officer
46	Siddiky, Alema	Country Management Unit	Consultant
47	Gomez, Eleanor Flora	Country Management Unit	Executive Assistant
48	Ambrose, Marie Stella	Country Management Unit	Program Assistant
49	James, Louinna Mary Shalina	Country Management Unit	Program Assistant
50	Ahmad, Ruzita	Country Management Unit	Program Assistant
51	Ahmad, Aziaton	Country Management Unit	Program Assistant
52	Liew, Li Shen	Country Management Unit	Program Assistant
53	Anthony Vincent, Shanta Anna	Country Management Unit	Program Assistant
54	Deepu, Minisha	Country Management Unit	Program Assistant
55	Foong, Joshua Chee Yan	Country Management Unit	EXT Communications
56	Lee, Min Hui	Country Management Unit	EXT Communications
57	Aguilar, Andrea	Country Management Unit	Senior IT Specialist
58	Rajandran, Sathia Seelan	Country Management Unit	IT Specialist
59	Palaniappan, Reka	Country Management Unit	Receptionist
60	Hamdan, Ahmad Jamizi	Country Management Unit	Office Assistant
61	Amir, Siti Arwaniya	Country Management Unit	Office Assistant
62	Sulaiman, Muhamad Fazlan	Country Management Unit	Driver

# Appendix 2.1: New Results Framework

<b>Overarching Goal:</b>	The WBG Hub in Malaysia aims to inform national policies and global development trends in the areas of inclusive growth, sustainable and Islamic Finance, and governance.
<b>End Outcomes:</b>	<ol style="list-style-type: none"> <li>1. Research papers/policy briefs are cited in publications and downloaded.</li> <li>2. Knowledge gained had influenced participants' work.</li> <li>3. Participants apply skills learnt in their work.</li> <li>4. Recommended policy and program solutions influenced or adopted by policymakers.</li> </ol>

Unit of Measure	Target					Data Collection Method	
	FY21	FY22	FY23	FY24	FY25		
<b>End Outcome Indicators</b>							
<b>EO Indicator 1: Research papers and policy briefs are cited and downloaded (referenced for knowledge and work)</b>							
1) Number of times research work are cited	Number	18	18	16	16	16	WB teams lists in a standard template: <ul style="list-style-type: none"> <li>• New research work cited in publications, academic platforms and media</li> <li>• New research work downloaded from WB website</li> </ul>
2) Number of times research work are downloaded from World Bank website	Number	8,775	8,775	6,750	6,750	6,750	
<b>EO Indicator 2: Knowledge gained had influenced participants work</b>							
Capture participants feedback from knowledge sharing activities where inputs are provided via a survey or feedback form, which is administered 3 to 9 months post event.	Number participants	1,515	1,485	1,520	1,360	1,400	Reflects the number and % of participants who indicated that the knowledge gained had influenced and been referenced in their work. For example, if 400 out of 500 people surveyed indicated so, then that translates to 80% of the surveyed participants.
	% participants	73%	74%	74%	74%	74%	
Research	# participants	70	70	70	70	70	GP teams and collaborators administer the survey to participants, Malaysians and other countries. The survey can be done between 3 to 9 months post event. Events which are strategic, high priority or certain budget allocation, will require the survey.
	% participants	75%	75%	75%	75%	75%	
Theme 1: Inclusive Growth	# participants	710	680	715	555	595	
	% participants	72%	72%	72%	72%	73%	
Theme 2: Sustainable Finance	# participants	600	600	600	600	600	
	% participants	75%	75%	75%	75%	75%	
Theme 3: Governance	# participants	135	135	135	135	135	
	% participants	77%	77%	77%	77%	77%	
<b>EO Indicator 3: Participants apply skills learnt in their work</b>							
Measures if participants have utilized new skills acquired into their work such as in preparation of reports, policy papers, analysis, budget, or whether organization capacities have been strengthened.	Number participants	589	489	519	464	494	
	% participants	73%	71%	71%	72%	71%	
Research	# participants	34	34	34	34	34	GP teams and collaborators administer a post-learning survey to assess if participants applied what they learned and how their organizations benefited. The survey can be done between 3 to 9 months post event. Events which are strategic, high priority or minimum budget allocation will require the survey.
	% participants	75%	75%	75%	75%	75%	
Theme 1: Inclusive Growth	# participants	170	170	200	145	175	
	% participants	71%	71%	71%	71%	71%	
Theme 2: Sustainable Finance	# participants	280	180	180	180	180	
	% participants	80%	80%	80%	80%	80%	
Theme 3: Governance	# participants	105	105	105	105	105	
	% participants	60%	60%	60%	60%	60%	
<b>EO Indicator 4: Recommended policy and program solutions influenced or adopted by policymakers</b>							
Recommended policy and program influenced or adopted by policymakers as evidenced in policies, laws, regulations, or other documents, but not limited to, guidance notes, roadmaps, plans, minutes, and circulars.	Number	14	16	15	15	15	
Research	Number	NA	NA	NA	NA	NA	
Theme 1: Inclusive Growth	Number	6	8	7	7	7	
Theme 2: Sustainable Finance	Number	5	5	5	5	5	
Theme 3: Governance	Number	3	3	3	3	3	
<b>Intermediate Outcome Indicators</b>							
<b>IO Indicator 1: Research outputs produced or published</b>							
Measures work produced, drafted, or published under the three thematic areas either for global or Malaysia's development.	Number	17	17	13	13	13	At the end of the mid-term and fiscal year, the WB Research team will list in a standard template any new research work that has been produced or drafted or published. The research team will list the research work (e.g. research papers, books, notes, and briefs) that are published under WB or peer-reviewed journals.
Research	Number	17	17	13	13	13	
Theme 1: Inclusive Growth	Number	NA	NA	NA	NA	NA	
Theme 2: Sustainable Finance	Number	NA	NA	NA	NA	NA	
Theme 3: Governance	Number	NA	NA	NA	NA	NA	

Unit of Measure	Target					Data Collection Method	
	FY21	FY22	FY23	FY24	FY25		
<b>IO Indicator 2: Participants satisfied with knowledge learned</b>							
Measures participants reactions in all knowledge sharing activities (e.g. seminars, forums, conferences), as evidenced by post-event survey.	<b>Number participants</b>	1,600	1,590	1,610	1,415	1,420	WB Hub teams (GP, DEC) administer a survey to assess participants reactions.  The indicators reflect the number and % participants who are satisfied with the knowledge exchange. Satisfaction is measured on a score of 4 or 5, on a scale from level 1 to 5.
	<b>% participants</b>	75%	76%	76%	76%	76%	
<b>Research</b>	# participants	20	20	20	20	20	
	% participants	75%	75%	75%	75%	75%	
<b>Theme 1: Inclusive Growth</b>	# participants	740	730	750	655	660	
	% participants	70%	71%	71%	72%	72%	
<b>Theme 2: Sustainable Finance</b>	# participants	700	700	700	600	600	
	% participants	80%	80%	80%	80%	80%	
<b>Theme 3: Governance</b>	# participants	140	140	140	140	140	
	% participants	80%	80%	80%	80%	80%	
<b>IO Indicator 3: Participants satisfied with training relevance and conduct</b>							
Measures learning value add by participants on all capacity building activities, as evidenced by post-training survey.	<b>Number participants</b>	750	765	780	695	725	The indicators reflect the number and % participants who are satisfied with the training. Satisfaction is measured on a score of 4 or 5, on a scale from level 1 to 5. For example, if 400 out of 500 people surveyed scored level 4 or 5, then 80% of the surveyed participants are satisfied.  WB Hub teams administer a survey to assess if training objectives were achieved, what participants learnt and are able to do differently. The survey will also capture the participants' reactions to the learning experience.
	<b>% participants</b>	72%	72%	72%	73%	72%	
<b>Research</b>	# participants	60	60	60	60	60	
	% participants	75%	75%	75%	75%	75%	
<b>Theme 1: Inclusive Growth</b>	# participants	150	165	180	95	125	
	% participants	71%	71%	71%	72%	72%	
<b>Theme 2: Sustainable Finance</b>	# participants	400	400	400	400	400	
	% participants	70%	70%	70%	70%	70%	
<b>Theme 3: Governance</b>	# participants	140	140	140	140	140	
	% participants	80%	80%	80%	80%	80%	
<b>IO Indicator 4: Dialogs held with target policymakers/stakeholders.</b>							
Measures number of engagement sessions such as dialogs, roundtables, and closed-door meetings held with target policymakers/stakeholders.	<b>Number</b>	37	37	37	33	34	WB Hub GP teams will list the meetings, dialogs, and other relevant engagement sessions held with target policymakers and stakeholders.
<b>Research</b>	NA	NA	NA	NA	NA	NA	
<b>Theme 1: Inclusive Growth</b>	Number	23	23	23	19	20	
<b>Theme 2: Sustainable Finance</b>	Number	9	9	9	9	9	
<b>Theme 3: Governance</b>	Number	5	5	5	5	5	
<b>IO Indicator 5: Findings are shared and discussed with broader groups of stakeholders</b>							
Dissemination events, stakeholder engagements / communication activities.							WB Hub teams (GP, DEC, EXT) will list the broader stakeholder engagement sessions (e.g. dissemination and outreach activities), and communication outreach and awareness (e.g. media citations, download of reports)
<b>1) Stakeholders &amp; dissemination sessions</b>	<b># sessions</b>	47	48	48	45	46	
<b>2) Downloads of reports</b>	<b># downloads</b>	14,200	14,200	13,700	13,950	13,450	
<b>Research</b>	i. Formal seminars	12	12	12	12	12	
	ii. "Half-baked" seminars	12	12	12	12	12	
<b>Theme 1: Inclusive Growth</b>	# sessions	12	13	13	11	11	
	# downloads	11,500	11,500	11,500	11,250	11,250	
<b>Theme 2: Sustainable Finance</b>	# sessions	6	6	6	5	6	
	# downloads	2,500	2,500	2,000	2,500	2,000	
<b>Theme 3: Governance</b>	# sessions	5	5	5	5	5	
	# downloads	200	200	200	200	200	
<b>IO Indicator 6: Cross-Cutting joint work and Collaboration</b>							
Number of joint collaborations and joint work with external stakeholders (e.g. reserch work, co-author, joint training/seminar or conference, but not joint logistics).	<b># collaborations</b>	15	16	16	17	16	WB Hub teams list collaborations with stakeholders, either at local, regional, or global level, for any modalities i) Research work, ii) Knowledge sharing; iii) Capacity/capability building events; iv) Analytical work for policy reforms. Collaborations could be joint ASA work such as analytics, presentations, joint delivery of seminar, training, or development of conference proceedings. However joint event logistics are not counted.
<b>Research</b>		5	5	5	5	5	
<b>Theme 1: Inclusive Growth</b>		4	5	5	6	5	
<b>Theme 2: Sustainable Finance</b>		5	5	5	5	5	
<b>Theme 3: Governance</b>		1	1	1	1	1	

# Appendix 3.1: RAS Program Results Framework

OBJECTIVE: To support the implementation of the Eleventh Malaysia Plan (RMK-11) in areas where Government seeks WBG knowledge												
Outputs (by Calendar Year, CY)												
INDICATOR AREA	INDICATOR NAME	2016		2017		2018		2019		2020		2016 - 2020 END TARGET (Cumulative)
		TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL	TARGET	ACTUAL (Jan-Dec)	TARGET	ACTUAL (Jan-Jun)	
Product	Deliver fit for purpose, responsive, timely, and customized advisory products, data-driven analysis, and actionable recommendations to support implementation of Government plan	3	3	4	3	4	4	4	1	4	5	19
	Number of trainings delivered to Government officials	3	3	3	2	3	4	3	2	3	3	15
	Number of outputs with research and/or analytical contributions from local institutions	2	2	3	3	3	3	3	1	3	1	14
Scope	Number of RMK-11 Themes and/or Strategic Thrusts supported by WBG activities	2	3	3	3	3	2	3	3	3	4	14
Synergy	Outputs where new global knowledge generated in research hub informs analysis and recommendations provided to client under the Inbound knowledge pillar ( <b>Research/Inbound Synergy</b> )	1	2	1	2	1	2	1	1	1	2	5
	Outputs where Inbound work identifies lessons to be shared with recipients of knowledge-exchange activities and/or Global Research ( <b>Inbound/Outbound/Research Synergy</b> )	1	1	1	2	1	3	1	1	1	2	5
Policy and Implementation Support	Number of recommendations to support achievement of RMK-11 objectives generated and discussed	5	6	8-12	22	8-12	16	8-12	4	8-12	10	37-53
	Number of recommendations which serve to enhance implementation knowhow	2	3	4-6	9	4-6	16	4-6	4	4-6	5	18-26
OUTCOMES: Leveraging international expertise to implement advisory services that help resolve Malaysia's development challenges												



## Appendix 3.2: RAS Program's Alignment with RMK-11

MID-TERM REPORT OF ELEVENTH MALAYSIA PLAN	RECENTLY COMPLETED	ACTIVE
<b>Cross-Cutting Themes</b>	<ul style="list-style-type: none"> <li>Malaysia's Digital Economy</li> <li>Industrial Masterplan</li> <li>Agriculture Public Expenditure Review</li> <li>Critical Occupations and Skills Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Subnational Doing Business in Malaysia</li> <li>Productivity and Investment Climate Survey (PICS)-3</li> <li>Towards a new approach for Malaysia's paddy and rice policy</li> </ul>
<b>Pillar I: Reforming Governance towards Greater Transparency and Enhancing Efficiency of Public Service</b>		<ul style="list-style-type: none"> <li>Subnational Doing Business in Malaysia</li> </ul>
<b>Pillar II: Enhancing Inclusive Development and Wellbeing</b>	<ul style="list-style-type: none"> <li>Agriculture Public Expenditure Review</li> </ul>	<ul style="list-style-type: none"> <li>Towards a new approach for Malaysia's paddy and rice policy</li> </ul>
<b>Pillar III: Pursuing Balanced Regional Development</b>		<ul style="list-style-type: none"> <li>Subnational Doing Business in Malaysia</li> <li>Productivity and Investment Climate Survey (PICS)-3</li> <li>Towards a new approach for Malaysia's paddy and rice policy</li> </ul>
<b>Pillar IV: Empowering Human Capital</b>	<ul style="list-style-type: none"> <li>Critical Occupations and Skills Monitoring</li> </ul>	
<b>Pillar V: Enhancing Environmental Sustainability through Green Growth</b>		
<b>Pillar VI: Strengthening Economic Growth</b>	<ul style="list-style-type: none"> <li>Malaysia's Digital Economy</li> <li>Industrial Masterplan</li> <li>BPMB: Project Prioritization and Performance Measurement Framework</li> <li>Critical Occupations and Skills Monitoring</li> </ul>	<ul style="list-style-type: none"> <li>Productivity and Investment Climate Survey (PICS)-3</li> <li>Towards a new approach for Malaysia's paddy and rice policy</li> </ul>





