

YEAR END REVIEW

# 2020



## YEAR END REVIEW

# 2020



In 2020, the COVID-19 pandemic has put a bright spotlight on the urgency to address humanitarian and development challenges. The pandemic had an effect on nearly every person on the planet and over 1.7 million people lost their lives. By 31 December, Malaysia had reported a total of 113,010 cases, 88,941 recoveries, and 471 deaths.

While we have seen inequalities deepen and widen in some cases, we have also seen innovative and inclusive approaches to solutions and recovery in others. Circumstances forced us to understand change and adjust to it. While travel and movement were restricted, we had more opportunity to localize our work on the ground, to benefit even more from our local technical expertise and local partner capability.

This document was prepared in consultation with members of staff and volunteers of MERCY Malaysia, guided by data prepared by every departments and units within the organization, and is aligned to MERCY Malaysia's 2020-2030 Strategic Plan and 2020 Work Plan.

This review report reflect the achievements as well as the lessons MERCY Malaysia had take forward in delivering more meaningful humanitarian action in reducing humanitarian burdens of disaster and crisis impacted communities, and recovering from the impact of disasters, crisis and other humanitarian challenges.



**RM 58.9m**

total donation received

**RM 42.87m**

total value spent on aid and  
development assistance

**59**

projects

**91**

project partners

**84.2%**

of charitable expenses spent  
in Malaysia

**15.8%**

of charitable expenses spent  
outside of Malaysia (in 9  
countries)

**11%**

of total donations from  
Islamic Social Financing  
(ISF)

**10**

countries (areas of  
operations)

### Background

Against the backdrop of the COVID-19 pandemic, MERCY Malaysia's work in 2020 predominantly focused on pandemic response activities in Malaysia, with limited activities outside of the country due to closed border and high needs in the country.

2020 also kicked off as the first year for MERCY Malaysia to implement its 2020-2030 Strategic Plan which comprises four key Strategic Objectives (SO):

#### SO1. IMPACTFUL HUMANITARIAN AND DEVELOPMENT PROGRAMMES

Strengthened commitment to close the humanitarian-development divide. Activities and initiatives are designed to achieve broad-based and meaningful impact.

#### SO2. RESOURCE OPTIMISATION FOR ORGANISATIONAL EXCELLENCE

Development and optimisation of human capital, assets, systems and other resources, with specific and measurable competencies through a people-centered approach.

#### SO3. SUSTAINABLE AND DIVERSIFIED FINANCING

Development of sustainable financing to ensure growth of the organisation through new, innovative and diversified sources.

#### SO4. ENHANCED LEADERSHIP AND ADVOCACY

Strategic utilisation of effective knowledge management and communication that catalyses humanitarian leadership and advocacy.

## Focus of this document

### 1. Project performance (selected projects as per submitted by project managers)















Department/unit		Project duration	
Project name		Project start date	
Project manager		Project end date	
Donor		Project budget	

Overall project status	<b>HEALTHY</b> <ul style="list-style-type: none"> <li>• Project completed, or</li> <li>• Project on-going (as planned)</li> </ul>	<b>AT-RISK</b> <ul style="list-style-type: none"> <li>• Project not completed, or</li> <li>• Project on-going (delayed)</li> </ul>	<b>HALTED</b> <ul style="list-style-type: none"> <li>• Project stopped, or</li> <li>• Project cancelled, or</li> <li>• Project put on stop (temporary)</li> </ul>
Summary			

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

Overall project performance dashboard

### 2. COVID-19 operations performance summary

<b>COMPONENT 1</b> Critical preparedness, readiness and response support actions for MOH and CPRC 	<b>COMPONENT 2</b> Operational supplies support and logistics 	<b>COMPONENT 3</b> At-risk-community's livelihood support and logistics 	<b>COMPONENT 4</b> Infection prevention and control/ water, sanitation and hygiene (WASH) 	  	  
				<b>1. Infection prevention and control</b>	<b>2. Equip rapid-responders in investigations, contact tracing and testing</b>
<b>COMPONENT 5</b> Mental health and psychosocial support (MHPSS) 	<b>COMPONENT 6</b> Information, education and communication (IEC) / awareness campaign 	<b>COMPONENT 7</b> Epidemics/ pandemics risk reduction 	<b>COMPONENT 8</b> Quarantine centers and field hospital auxiliary support 	  	  
				<b>3. Reduce pandemic risk through good health and hygiene practice</b>	<b>4. Ensure food security and livelihood protection to reduce the risk of hunger and mental stress</b>

COVID-19 response operations

COVID-19 recovery operations

### 3. Leaders inputs

1.What was considered as the biggest achievement delivered by for the year 2020?	2. What was the biggest challenge faced in 2020?
3. What was the biggest opportunity that 2020 brings?	4.What are areas that require substantial improvement?
5. Recommendations for improvements	*Leaders inputs include from Executive Director, General Manager, Head of Departments, Senior Officers and Project Leaders

## About this review report

# Read this review together with these documents

For better understanding on reading this review report, these complimentary documents can be read together as they provide backgrounds, strategic plans, action plans, and sets situation context for MERCY Malaysia's 2020 operations.

## MERCY Malaysia 2020-2030 Strategic Plan

Alignment: Strategic Objectives

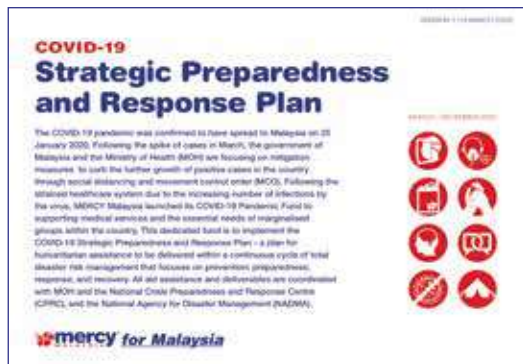
Source: ED Office (has not been published)



## MERCY Malaysia COVID-19 Strategic Preparedness and Response Plan

Alignment: COVID-19 work plan

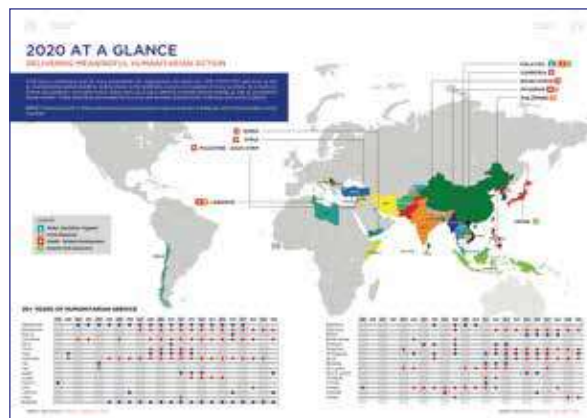
Source: [mercyfightscovid19.com](https://mercyfightscovid19.com)



## MERCY Malaysia Annual Report 2020

Alignment: Work deliveries

Source: Communications and Strategic Engagement (has not been published)



## Qatar Fund for Development (QFFD) Healthcare Project for Refugees in Malaysia

Department/unit	PDO	Project duration	3 years
Project name	QFFD Clinic	Project start date	1 October 2019
Project manager	Dr Iqbal Omar	Project end date	30 Septemebr 2022
Project donor	Qatar Fund for Development	Project budget	RM 15,000,000 (3 years)

Overall project status	<b>HEALTHY</b> Project on-going (as planned)	AT-RISK	HALTED
Summary	Project was slightly delayed due to COVID-19's MCO. However the project team managed to complete deliveries of program components within a slight time extension.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	<ul style="list-style-type: none"> <li>2 comprehensive primary healthcare centres for refugees in Ampang and Kajang, providing treatment to 12,450 patients.</li> <li>2 healthcare shelters for refugees were established in Ampang and Kajang, providing shelter to 75 refugees.</li> <li>Mobile clinics, providing treatment to 4,159 patients.</li> <li>20 children received vaccines under the vaccination programme for refugee children</li> <li>Establishment of a referral pathway (for cases referred by doctors in the healthcare centres and mobile clinics)</li> <li>Health education sessions to the refugee community and training of community health workers enabling them to provide health education.</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Health Programme

Department/unit	PDO	Project duration	9 months
Project name	Vaccination Clinic For Yemeni Children	Project start date	1 February 2020
Project manager	Shoji Endo	Project end date	30 October 2020
Project donor	Maybank Islamic Berhad	Project budget	RM 145,275

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	Project was initially planned for 6 months until July 2020; however, it was extended due to MCO. Project components include mobile vaccination clinics, health and hygiene promotion for children, reimbursement of vaccine costs for those living outside KL/Selangor, and hygiene kit distribution.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	<ul style="list-style-type: none"> <li>5 vaccination clinics were conducted and 103 children were received vaccines</li> <li>5 health and hygiene promotion programmes</li> <li>5 Children who live outside of KL/Selangor received reimbursement for vaccination fee</li> <li>70 hygiene kits were distributed</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Urban Poor Programme

Department/unit	PDO	Project duration	12 months
Project name	Dekat Denganmu Year 1	Project start date	1 October 2019
Project manager	Nashriq Nizam	Project end date	1 October 2020
Project donor	Maybank Islamic Berhad	Project budget	RM 500,000

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	Project was delayed due to COVID-19's MCO. However the project team managed to complete deliveries of program components and negotiated with donor for a no cost time extension.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	<ul style="list-style-type: none"> <li>1,538 patients treated in 12 mobile clinics</li> <li>Conducted 40 pap smear screening tests</li> <li>1 logistics support for a referral case</li> <li>Provision of assistive equipments to those in need</li> <li>5 health and hygiene community awareness programmes (for children and adult)</li> <li>800 food packs and hygiene kits distributed</li> <li>Setting up of 1 child learning space (CLS) equipped with educational toys, play toys and story books</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Urban Poor Programme

Department/unit	PDO	Project duration	1 year
Project name	Primary Health Care and Health Awareness Programme	Project start date	1 June 2019
Project manager	Masniza Mustaffa/ Shoji Endo	Project end date	30 May 2020
Project donor	LDS Charities	Project budget	RM 60,000

Overall project status	<b>HEALTHY</b> (On schedule until it stopped due to MCO and donor's decision)	AT-RISK	HALTED
Summary	The original plan was to provide six mobile clinic with a total budget of RM 90,000. Project delivery was on time until the fourth mobile clinic (December 2019), but had to stopped due to COVID-19 pandemic. During this gap period, donor decided to discontinue the remaining two mobile clinics.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	<ul style="list-style-type: none"> <li>411 patients treated in 4 mobile clinics</li> <li>3 hygiene awareness/education sessions (personal and household hygiene, environmental and oral care and hygiene).</li> <li>1 awareness session on breast self-examination</li> <li>1 education session on non-communicative diseases</li> <li>4 psychosocial programmes that consist (indoor and outdoor activities, creative activities and psychological support groups)</li> <li>262 personal hygiene items distributed</li> <li>40 sets of food aid distributed</li> <li>411 lunch packs distributed</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Water, Sanitation and Hygiene (WASH)

Department/unit	PDO	Project duration	18 months
Project name	WASH Sarawak	Project start date	1 June 2019
Project manager	Wan Anis Afeeqa	Project end date	31 May 2021
Project donor	Maybank Islamic	Project budget	RM 250,000

Overall project status	<b>HEALTHY</b> Completed in 2021	AT-RISK	HALTED
Summary	As of December 2020, all works related to the water projects is pending and delayed due to the MCO, RMCO, travelling restriction for non-Sarawakian to Sarawak and issue of high budget quoted by the contractors.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	This project has been extended by 18 months due to the reasons stated above. February 2021 - June 2021 is the new revised timeline as the Ketua Kampung recommended a contractor for this kampung. The contractor managed to complete the project within timeline and budget provided. As of 15th June 2021, the project was completed.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Water, Sanitation and Hygiene (WASH)

Department/unit	PDO	Project duration	16 months
Project name	WASH Kelantan	Project start date	1 March 2020
Project manager	Wan Anis Afeeqa	Project end date	31 July 2021
Project donor	Maybank Islamic Berhad	Project budget	RM 500,000

Overall project status	HEALTHY	<b>AT-RISK</b> Project on-going (delayed)	HALTED
Summary	All water projects works such as drilling new tubewell, installation of water filter system, flushing and installation of new pump control panel house were completed. Delay installation of new electricity meter and poles from TNB in Kg. Lulut due to the MCO 3.0 in Kelantan.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	New completion date requested by contractor TES Sdn. Bhd. To complete all water project works by 15 July 2021. However, the date is still subject to TNB approval and contractor will not be able to do the testing and commissioning the water system if no electricity.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	As of 15th June 2021, the project was completed.



## BRC: Resilient Health Infrastructure (RHI)

Department/unit	PDO	Project duration	16 months
Project name	RHI Johor	Project start date	1 March 2020
Project manager	Wan Anis Afeeqa	Project end date	31 July 2021
Project donor	Yayasan Sultan Iskandar Johor	Project budget	RM 226,498

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	This project has been extended due to some reasons including pending approval from their Board Meeting and MCO. As of December 2020, MM has distributed face masks, hand sanitizers and temperature scanner to 4 selected schools in Simpang Renggam, Johor and also 1 unit of 2 line decontamination shower tent for Klinik Kesihatan Pasir Gudang for preparedness measure against chemical spill incident in Pasir Gudang.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	As of end of 2020, Board Members of Yayasan Sultan Iskandar Johor has approved the balance of fund for procurement of 1 more unit of decontamination shower tent for HAZMAT Johor Bahru and construction of Hand Washing Kiosks for 6 schools in Johor.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## BRC: DRM Training

Department/unit	PDO	Project duration	1 month
Project name	BRC for St Anne's Church	Project start date	15 February 2020
Project manager	Aishah Sabrina	Project end date	28 February 2020
Project donor	St Anne's Church	Project budget	RM 1,000

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	This training, an extension of a programme conducted in 2019, aims to empower local leadership and stakeholders in the management, preparation/mitigation and reduction of disaster risks.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	The two-day programme included training on: <ul style="list-style-type: none"> <li>• Planning and design of a community-based DRRM framework</li> <li>• Planning and design for setting up of evacuation centre</li> <li>• Establishment of an emergency evacuation kit checklist</li> <li>• Setting up of a disaster emergency logistics system</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## BRC: DRM Training

Department/unit	PDO	Project duration	11 months
Project name	BRC for MRDS	Project start date	28 August 2019
Project manager	Shahril Idris	Project end date	30 September 2020
Project donor	Malaysia Rare Disorder Society	Project budget	RM 1,200

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Project was delayed due to COVID-19's MCO. Training format was changed to online, and the workshop was completed on 22 June 2020 for 10 patients and caregivers.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Workshop participants were very receptive during workshop and even designed their own DRM pamphlets for their other members post completion of workshop.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	Several challenges faced include the online format which limit training deliveries and interaction with trainees but the overall revision on modules made it possible.
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## BRC: DRM Training

Department/unit	PDO	Project duration	1 month
Project name	CBDRM ToT (TEAM Selangor)	Project start date	1 October 2020
Project manager	Aishah Sabrina	Project end date	13 November 2020
Project donor	TEAM Selangor	Project budget	RM 4,600

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Training was conducted on 13th November 2020 for 15 staff and volunteers of TEAM Selangor.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Initially, training was requested for communities (local villages) that were affected by flood and flash floods. However due to ongoing MCO/CMCO, the training was then conducted for a small pool of volunteers and staff of TEAM Selangor whom will conduct the training with villages once MCO/CMCO has been lifted.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## BRC: DRM Training

Department/unit	PDO	Project duration	1 month
Project name	Student Development Programme: Community Heroes And Humanitarian Leadership Development	Project start date	1 January 2020
Project manager	Aishah Sabrina	Project end date	28 February 2020
Project donor	Yayasan Bank Rakyat	Project budget	RM 121,030

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Training was conducted from 5 -7 February 2021 and was attended by 637 students.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	This third instalment of the Humanitarian Leadership Development programme solidifies the long-term successful partnership between MERCY Malaysia and Yayasan Bank Rakyat. The programme saw the participation of 600 students from public and private universities sponsored by Yayasan Bank Rakyat, and facilitated by the MERCY Malaysia team of 20 staff and volunteers.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## BRC: DRM Training

Department/unit	PDO	Project duration	24 months
Project name	BRC - UNICEF	Project start date	1 February 2020
Project manager	Pavithira Selvaras	Project end date	31 January 2022
Project donor	UNICEF Malaysia	Project budget	RM 800,800

Overall project status	HEALTHY	AT-RISK Project on-going (delayed)	HALTED
Summary	<p>Component 1: School Preparedness Programme (SPP) for 16 schools in Sabah and Selangor</p> <p>Component 2: Community Based Disaster Risk Management (CBDRM) for 8 communities in Sabah and Selangor</p> <p>Component 3: Local Governmental Units (LGU). One workshop session to be conducted per state</p> <p>Component 4: National Working Group</p> <p>Component 1 (SPP): Conducted TOT in Sabah and Selangor and 2 day virtual lab on DRR and Climate Change. In addition, 2 workshop sessions with 2 ALCs in Sabah were also conducted. All project outputs are expected to be completed by the end of 2021.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Planned: RM 800,800 • Received (in tranches): RM 171,050 • Spent: RM 96,445.20
Schedule	On	Delayed	Stopped	Due to MCO, all components are planned to be completed in 2021.
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	Mitigation: to shift physical sessions to online sessions for component 1, 2,3 and 4.
Roadblocks	Low	Moderate	High	COVID-19 MCO does not allow for physical workshops to be conducted.

## BRC: COVID-19 Recovery\*

Department/unit	PDO	Project duration	18 months
Project name	Epidemics/Pandemic Risk Reduction	Project start date	1 June 2020
Project manager	Aishah Sabrina	Project end date	31 December 2021
Project donor	COVID-19 Fund	Project budget	RM 200,000

Overall project status	HEALTHY	AT-RISK Project on-going (delayed)	HALTED
Summary	Project timeline extended to 4th quarter of 2021. Project amendment including output and timeline change has been submitted and approved.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Planned: RM 200,000.00 • Spent: RM 177,630.22
Schedule	On	Delayed	Stopped	Initial plan was to conduct Pandemic Risk Reduction for Schools (PRRS) in 100 schools and Pandemic Risk Reduction and Management (PRR) in 100 communities. Output of project has been reduced to 10 schools and 10 communities due to periodic implementation of Movement Control Order (MCO), which also includes closure of schools and limitation of events involving public gathering.
Quality	Good	Moderate	Low	Medium-term impact of program is not measured continuously.
Risks	Low	Moderate	High	Due to MCO, PRR component cannot be conducted and whilst shifting to a virtual program delivery method is being considered, most communities are not in favour of that option due to unavailability of Internet/stable Internet connection. Proposed solution is to alter target beneficiaries to urban/semi-urban communities including the PPR communities. The delivery of the PRRS component has been shifted to an online learning training, in order to comply with latest regulations from the Ministry of Education and in accordance with the current learning medium implemented.
Roadblocks	Low	Moderate	High	COVID-19 MCO does not permit physical training sessions, which is the main delivery medium for most BRC trainings, including the PRRP component.

\* For more information on COVID-19 response and recovery operations, please see page 48 - 53



## Volunteer Engagement Programme

Department/unit	PDO (VMD)	Project duration	1 month
Project name	Volunteer Engagement Programme	Project start date	February 2020
Project manager	Chan Li Jin	Project end date	March 2020
Project donor	General Fund	Project budget	RM 83,720

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	2 programmes held involving 107 MERCY Malaysia's volunteers and staff: <ul style="list-style-type: none"> <li>• MM Care at an elderly care home (7 volunteers and 3 staff)</li> <li>• Beach Cleaning at beachfront (100 volunteers and 3 staff)</li> </ul>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Volunteer Induction Programme

Department/unit	PDO (VMD)	Project duration	1 year
Project name	Volunteer Induction Programme	Project start date	January 2020
Project manager	Noor Ain Zahra	Project end date	December 2020
Project donor	General Fund	Project budget	RM 29,760

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	5 programmes held, attended by 336 participants: (1 physical session and 4 virtual sessions in Feb, May, June, August and October 2020 due to MCO restriction).		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Ramadhan Relief 2020

Department/unit	ISF & PDO	Project duration	1 month
Project name	Ramadhan Relief 2020	Project start date	23 April 2020
Project manager	Asyraf Fitri Kassim	Project end date	24 May 2020
Project donor	ISF Ramadhan Relief Fund	Project budget	RM 996,600.75

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	One of the main highlights in this project is its effectiveness and relevancy. MCO was first declared in Malaysia on 18 March 2020, which was only just a month away from Ramadan. Immediately all economic sectors have to shut down and interstate travel was halted. This has created disruption in supply chain and resulted many people in need of food pack. Working and coordinating with the government agencies such as Ministry of Health and National Welfare Department has enabled MERCY Malaysia to operate smoothly in delivering the aid.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Qurban 2020

Department/unit	ISF	Project duration	1 month
Project name	Qurban 2020	Project start date	23 April 2020
Project manager	Asyraf Fitri Kassim	Project end date	24 May 2020
Project donor	ISF Ramadhan Relief Fund	Project budget	RM 65,411

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Distribution of meat from 12 cattle to 2,350 to selected households who fall under the category of Asnaf (Fakir, Miskin and Muallaf) in various states in Malaysia. This project supported communities within total of 1500 households of local under category of B40 (urban poor) and Refugee. The qurbani meat distributions have been distributed on the 2nd day of Eid Adha.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Humanitarian Lab

Department/unit	Knowledge and Learning & PDO	Project duration	1 month
Project name	Climate Action for Community Resilience	Project start date	1 February 2019
Project manager	Imran Razak	Project end date	12 March 2020
Project donor	General Fund	Project budget	RM 11, 070

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	This project aims to create an impact on the issue of climate change, in the form of policy influence, awareness and advocacy, cross- cutting climate action pertaining to livelihoods, health, migration, and security, and financing climate initiatives		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	1. Signing of a Memorandum of Understanding (MoU) between MERCY Malaysia and UiTM 2. Lab outputs on: <ul style="list-style-type: none"> <li>• Impact of climate change on health</li> <li>• Financing climate action</li> <li>• Climate change adaptation and mitigation</li> <li>• Education on climate change and action</li> <li>• Policy and advocacy on climate change and action</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Mixed Migration Monitoring Mechanism Initiative

Department/unit	Knowledge and Learning	Project duration	8 months
Project name	Mixed Migration Monitoring Mechanism Initiative (4MI)	Project start date	May 2020
Project manager	Alya Iman Roslan	Project end date	December 2020
Project donor	Danish Refugee Council	Project budget	RM 110,927

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	<ul style="list-style-type: none"> <li>• Survey formulation and data collection - 630 respondents completed monitoring survey</li> <li>• Production of monthly 'snapshots' on Kuala Lumpur, based on data collected by monitors</li> <li>• Production of annual case study (briefing paper) on Kuala Lumpur, encompassing evidence from the whole data collection period</li> </ul>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	MERCY Malaysia has been working with the Mixed Migration Centre (funded by the Danish Refugee Council) on a 4Mi data collection project. However, due to the COVID-19 pandemic, the research focus was reviewed and the main objectives of the new survey was to obtain direct knowledge from refugees and migrants (particularly from Rohingya and Bangladeshi communities) in Kuala Lumpur.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Regional Ramadhan Relief (RRR) 2020

Department/unit	ISF & PDO	Project duration	1 month
Project name	RRR Bangladesh	Project start date	April 2020
Project manager	Normaliza Nasir	Project end date	April 2020
Project donor	Maybank Islamic Berhad	Project budget	RM 150,000* (from total of RM 628,040)

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	<p>Regional Ramadhan Relief is an initiative by Maybank Islamic Berhad, MERCY Malaysia, Islamic Aid Malaysia (AIM) and Islamic Relief Malaysia (IRM) to support families through the provision of food assistance to identified beneficiaries during the month of Ramadhan in 2020. 600 food packs were distributed to families from the Rohingya refugee community in Jamtoli Camp-15 (assistance covered Blocks 1 to 18).</p> <p>*Part of a bigger project budget that includes RM 48,000 for Cambodia, and RM 430,040 for Malaysia.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	<p>Main challenges identified throughout the project cycle:</p> <ol style="list-style-type: none"> <li>1. The biggest challenge was for the team to conduct house to house visits to distribute the vouchers</li> <li>2. Movement restriction limiting identification of vulnerable groups and pregnant women, causing assessment challenges.</li> </ol>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Regional Ramadhan Relief (RRR) 2020

Department/unit	ISF & PDO	Project duration	1 month
Project name	RRR Cambodia	Project start date	April 2020
Project manager	Normaliza Nasir	Project end date	April 2020
Project donor	Maybank Islamic Berhad	Project budget	RM 48,000 (from total of RM 628,040)

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	<p>300 food packs were distributed to 12 villages in Kampong Chhnang.</p> <p>*Part of a bigger project budget that includes RM 150,000 for Bangladesh, and RM 430,040 for Malaysia.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	<p>Main challenges identified throughout the project cycle:</p> <ol style="list-style-type: none"> <li>1. Communication and language barrier especially in planning</li> <li>2. Fluctuated currency exchange rate during COVID-19.</li> </ol>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	



## Myanmar Humanitarian Assistance

Department/unit	PDO (Myanmar Office)	Project duration	12 months
Project name	Maternal & Child Health Care and Menstrual Hygiene Management Services in Sittwe Camps (MHF13505)	Project start date	16 September 2019
Project manager	Yao Rachel	Project end date	15 September 2020
Project donor	Myanmar Humanitarian Fund	Project budget	USD 489,631.13

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Project successfully completed on 15 September 2020.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Planned: USD 489,631.13 • Spent: USD 468,212.76
Schedule	On	Delayed	Stopped	Project completed without issues besides a slight period where operations were not able to run due to COVID-19 restrictions
Quality	Good	Moderate	Low	Project was believed to have increased accessibility to all forms of healthcare in the camps, even when other organizations were not able to enter the camps, the MERCY Malaysia supported TKP-SH was still running 24/7
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Myanmar Humanitarian Assistance

Department/unit	PDO (Myanmar Office)	Project duration	12 months
Project name	Primary Healthcare Services for displaced vulnerable communities in Sittwe (MHF14803)	Project start date	1 February 2020
Project manager	Yao Rachel	Project end date	31 January 2021
Project donor	Myanmar Humanitarian Fund	Project budget	USD 306,616.66

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Project successfully completed on 31 January 2021.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Planned: 306,616.66 • Spent: USD 306,129.4
Schedule	On	Delayed	Stopped	Project completed without issues besides a slight period where operations were not able to run due to COVID-19 restrictions
Quality	Good	Moderate	Low	Project was believed to have increased accessibility to all forms of healthcare in the camps, even when other organizations were not able to enter the camps, the MERCY Malaysia supported TKP-SH was still running 24/7
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Myanmar Humanitarian Assistance

Department/unit	PDO (Myanmar Office)	Project duration	9 months
Project name	Ensuring continuation of access to healthcare for the Sittwe IDP camps during COVID-19 (MHF15754)	Project start date	15 May 2020
Project manager	Yao Rachel	Project end date	28 February 2021
Project donor	Myanmar Humanitarian Fund	Project budget	USD 489,631.13

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Project was able to finish without major issues, though there were some hiccups due to the sudden spike of COVID-19 cases in late August 2020 causing normal operations to cease. However, due to the prepositioning of items and PPE, the TKP-SH was still able to run without issues.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Planned: USD 489,631.13 • Spent: USD 468,212.76
Schedule	On	Delayed	Stopped	Project completed without issues besides a slight period where operations were not able to run due to COVID-19 restrictions
Quality	Good	Moderate	Low	Project was believed to have increased accessibility to all forms of healthcare in the camps, even when other organizations were not able to enter the camps, the MERCY Malaysia supported TKP-SH was still running 24/7
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Bangladesh Humanitarian Assistance

Department/unit	PDO (VMD)	Project duration	1 year
Project name	Comprehensive Primary Health Care Centre (CPHCC) in Rohingya Refugee Camp, Cox's Bazar	Project start date	January 2020
Project manager	Abdullah Ishari	Project end date	December 2020
Project donor	Rohingya Refugees Fund	Project budget	USD 73,874.83

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	The CPHCC operates around the clock 24/7 for the community in Jamtoli Camp-15. Besides primary healthcare, it also offers family planning services including consultation, family planning kits and contraceptives.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	<ul style="list-style-type: none"> <li>• 62,355 patients visited CPHCC</li> <li>• 2,223 received ANC service</li> <li>• 186 received PNC service</li> <li>• 107 babies delivered and provided with nutritious food packs</li> <li>• 2,566 family planning kits distributed, along with consultation sessions</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Palestine Humanitarian Assistance

Department/unit	PDO	Project duration	1 month
Project name	Provision of Emergency Food Pack	Project start date	April 2020
Project manager	Abdullah Ishari	Project end date	April 2020
Project donor	AusRelief Australia	Project budget	USD 15,000

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	1 month food supply distributed to 400 families to provide some relief to the extreme poor in the community whose incomes were affected by the movement control. It aims to provide the relevant assistance according to the needs of the people and in a timely manner with the hope that the people of Gaza would be able to brace this pandemic with minimum damage, loss and suffering.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	High risk areas with limited accessibility
Roadblocks	Low	Moderate	High	

## Lebanon Humanitarian Assistance

Department/unit	PDO	Project duration	3 months
Project name	Beirut Emergency Relief	Project start date	August 2020
Project manager	Abdullah Ishari	Project end date	October 2020
Project donor	Beirut Emergency Fund	Project budget	USD 20,000

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	<ul style="list-style-type: none"> <li>• 4 ambulances and paramedic teams dispatched to attend to the injured on-site</li> <li>• Replenishment of medical equipment and first aid bags</li> <li>• 3 mobile clinics were set-up in three different areas</li> <li>• 300 patients with injuries treated</li> <li>• Over 500 patients received medical treatment</li> <li>• 245 patients received medicines</li> </ul>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	High risk areas with limited accessibility
Roadblocks	Low	Moderate	High	

## Syria Humanitarian Assistance

Department/unit	PDO	Project duration	3 months
Project name	Midwifery Training Programme	Project start date	April 2020
Project manager	Abdullah Ishari	Project end date	June 2020
Project donor	Syria Humanitarian Fund	Project budget	USD 99,005

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	2020 saw the first batch of students graduate from the Institute, and the students are currently serving Obstetrics and Gynaecology departments as trained and professional midwives.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	MERCY Malaysia and its local partner Medical Education Council (MEC) established the Institute of Midwifery located in Idlib, Syria in 2017. In 2020, this partnership has: <ul style="list-style-type: none"> <li>• 39 first batch students graduated the 3-year programme in 2020</li> <li>• 30 students are currently in their second year programme</li> <li>• 43 students are currently in their first year programme</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Yemen Humanitarian Assistance

Department/unit	PDO	Project duration	3 months
Project name	Provision of Clean Water to IDP Camp	Project start date	January 2020
Project manager	Abdullah Ishari	Project end date	March 2020
Project donor	Yemen Humanitarian Fund	Project budget	USD 11,445.79

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	The project intends to ensure the provision of clean water supply to the Internally Displaced Communities (IDCs) in Aden, which has been in the frontlines since the beginning of the crisis, and is currently struggling with the influx of Internally Displaced Persons (IDPs) from the war-torn areas.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Water tank bases constructed at camp entrances, providing continuous access to clean water. <ul style="list-style-type: none"> <li>• 6 units of water tanks installed (capacity 2,000 litres/tank)</li> <li>• 720,000 litres of clean water supply (allocated for 2 months)</li> <li>• 154 families (800 individuals) received clean water, hygiene kits and jerry cans.</li> </ul>
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	



## Philippines Humanitarian Assistance

Department/unit	PDO	Project duration	1 month
Project name	Emergency Relief to Those Affected by the Taal Volcano Eruption	Project start date	January 2020
Project manager	Masniza Mustafa	Project end date	January 2020
Project donor	Philippines Humanitarian Fund	Project budget	PHP 522,000 (RM 42,715)

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	MERCY Malaysia's response aimed to help displaced families and those affected by the eruption of Taal Volcano, one of the most active volcanoes in the Philippines, by providing food and supplies relief packs.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Distribution of essential household items, hygiene kits, grocery items, drinking water and other relief goods to hundreds of households in evacuation centres within Tagaytay City, as well as in areas around the provinces of Cavite and Batangas.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## UNESCO Chair: Programme on Gender and Vulnerability In Disaster Risk Reduction Support

Department/unit	PDO	Project duration	1 month
Project name	Gender and Vulnerability In Disaster Risk Reduction Support	Project start date	January 2020
Project manager	Shahril Idris	Project end date	January 2020
Project donor	-	Project budget	In-kind

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	The UNESCO Chair initiative looks at cases from different countries, illustrating issues shared globally as well as those specific to particular regions. It integrates not only areas traditionally central to DRR such as environmental sciences, urban governance and engineering, but also disciplines such as health science, peace studies, economics and law		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Inclusive DRR education and awareness building activities to high school and university students, scholars, professionals, policy makers, including: 1. Lecture, group discussions and activities for Kobe High School students 2. Lecture to Kobe University students had to be cancelled due to storm alerts, but the presentation was shared. 3. Activities to increase awareness of inclusive DRR for local residents.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

### **Mohammad Said Alhudzari Ibrahim**

General Manager, Programme Operations

#### ***What was considered as the biggest achievement delivered by MERCY Malaysia for the year 2020?***

For program operations, MERCY Malaysia's biggest achievement is the Refugee Healthcare Programme funded by Qatar Fund for Development (QFFD). For the first time in 20 years, the organization has managed to register and operationalise two primary healthcare facilities within Malaysia. The programme itself expanded MERCY Malaysia's healthcare services from just a weekend activities to having a wider spectrum of Primary Healthcare services offered on daily basis which includes the Mental Health and Psychosocial Support Services (MHPSS) and Reproductive Health services. The programme also expanded MERCY Malaysia's manpower capacity into having full-time medical staff members instead of volunteers to manage the projects.

The other biggest achievement is the COVID-19 Preparedness and Response Operations. This has expanded MERCY Malaysia's reputation in delivery of medical and non-medical activities within Malaysia including on MHPSS. MERCY Malaysia has always been viewed as an international NGO having operations outside of Malaysia while its work in Malaysia was not seen as much. But the COVID-19 pandemic changes all that, with most funding channelled for work within the country and therefore, resources had to be put in place to deliver those commitments.

In terms of work system and organizational policy improvement, remote monitoring became the new norm. While MERCY Malaysia has been doing remote monitoring of projects especially for high security area e.g. Palestine, remote monitoring became the new norm for monitoring almost the entire project operations in 2020 and 2021. New SOPs for monitoring project including introducing templates, tracker and using non-conventional reporting approaches e.g. 'WA update' were accepted as the new norm in reporting approach.

The other important achievement is in decentralising programme management and empowering State Chapters. More State Chapter and representative became more proactive and therefore, were given responsibilities to do decision making at state level as long as the commitments they made were in line with the response plan developed in HQ and within the approved budget allocation. This reduces decision making time and increases productivity in conducting projects in other states as most of them do not depend on HQ staff to be mobilised and initiate the discussion at state level.

The introduction of project based approach for all department under PDO is also considered as an important improvement, where VMD and LSS were roped into doing project management to optimised resources required for expansion, as opposed to the support operations role. However, projects managed by the two departments were still within their core terms of reference, i.e. volunteers mobilisation for VMD and supply chain management for LSS.

### ***What was the biggest challenge MERCY Malaysia faced in 2020?***

Firstly, it has to be the issue of loss of leadership – halfway through the year, MERCY Malaysia lost its Executive Director. This has disrupted certain workflow of its operations as some decision may have been lost in transit.

Secondly, dealing with new expectation but, old way of working. Funding comes with certain expectation therefore, with more funding coming in ways of delivering commitment must be revised to meet the new expectation. Secretariat adapted to the situation and manage to increase productivity i.e. more project outputs but, resources made available has always been limited e.g. limited manpower, manual paperwork, data management, and others.

The other challenge is on the sudden limited international presence, except for countries where MERCY Malaysia has a long term presence there's no new opportunities for MERCY Malaysia to expand its operations or respond to international crisis.

### ***What was the biggest opportunity that 2020 brings to MERCY Malaysia, and how did it responded to that opportunity with regards to program operations, and overall organizational growth and development?***

Funding opportunities through QFFD and COVID-19 contributed substantially to MERCY Malaysia's coffers. It allows the organization to expand its operation capacity, having in-house technical manpower that contributes to project development and operations, as well as internal capacity building.

With funding opportunities to, PDO had the opportunity to expand its operations but with limitation as the country was still under MCO. Therefore, core program team in HQ had to re-strategized to strengthen existing project teams, develop alternative reporting system and tracking mechanisms to ensure inputs are well captured during implementation while at the same time to build new programme team within the state to increase project productivity. This has resulted to most commitment made from the approved proposal or donor commitment were met within the proposed timeline.

Another important opportunity worth mentioning is the expansion of MERCY Malaysia's healthcare service delivery including MHPSS. As the pandemic (as well as the refugee healthcare situation) are public health issues, MERCY Malaysia had the opportunity to expand its technical department i.e. having more full-time Health Unit team and MHPSS team. These expansions had a huge impact where our MHPSS team was the go to reference point by the Ministry of Health.

Management of large scale healthcare supply chain is another opportunity that allows substantial improvement for LSS and Procurement Unit as well as MERCY Malaysia's internal procedures on procurement. Gaps were found and addressed and there are more to work on for MERCY Malaysia to be at par with other international organisation.

### ***What are the areas that require substantial improvement within MERCY Malaysia?***

Digitization of workflow/ processes and work system including data collection during project implementation e.g. using digital tools. Other examples such as approval process to be done in a systematic way and operations, finance, HR, procurement to work on deliverables based on approved project within the system and not just by a request-based system which is a loose concept.

The other area for improvement is to practice advocacy through projects – public report on projects to be issued for at least every major operations. Lessons learnt or best practices from it can be the basis for advocacy messaging that MERCY Malaysia can share with industry players and policy makers.

Policy improvement is required for field operations to include state chapter operationalisation so that each field offices (state chapter) have their own risk management strategy. This will increase responsibility and ownership when delivering project commitments rather than transferring the risk back to HQ.

Finally, improvement is also needed on the organization's supply chain management, which include procurement policy improvement.

### ***What are your recommendations for improvement for the following departments/ units?***

**M&E:** project review/ mid-term review – while monitoring is being done by each project manager and are updated during every coordination meeting, it is also recommended to have project/ mid-term review on the overall project implementation vs planned outputs and outcome. Therefore, data collection for each projects can be plan and monitored continuously and not only at the end of the project when it is required for donor reporting.

**HRAS and Finance:** to have a better policy on compensation for project team (including finance, fundraising and communications) i.e. compensation by project delivery whereby staff managing certain projects are being compensated based on the number of project delivery it can boost morale but, it will not impact operational expenses because most project staff are direct cost and usually considered by donor.

**HRAS:** on-going training opportunity programme for staff. Staff development must be an on-going effort for all MM staff which can include internal training, mentoring approach or external training. To introduce 'points' system for staff to ensure they fulfil their self-development obligation to the organisation.

**FRE:** to build a bigger grant management team and at the same time to improve MERCY Malaysia's standard donor agreement to ensure donor's expectation and actual output can be met.



## Leaders inputs

**PMO and PMR:** trained or be certified in project management and practice the holistic project management system when managing project incl. in data collection. This will improve MERCY Malaysia's reporting standard and at the same time it will be a skill improvement for staff in their career.

**LSS:** to adopt the holistic supply chain management approach same as a logistics based entity and not just warehouse management. Staff to be trained on proper supply chain management which can improve efficiency of MERCY Malaysia's project delivery and improve cost effectiveness esp. in managing bulk supplies.

### ***What are your overall recommendations for improvement for the organization?***

**General fund campaign vs targeted appeal:** to work on its fundraising campaign for non-earmarked funding because its essential for new project ventures as seed fund, non-project activities incl. internal development, etc. General Fund campaign must run hand-in-hand with targeted appeal.

**A working Medical Advisory Committee (MAC):** to have a more engaging MAC among EXCO and to include selected active volunteers to provide on-going assessment, verification and high level input on programming esp. related to healthcare as MERCY Malaysia is a medical organisation.

**Resilience Advisory Committee:** among technical volunteers (incl. health and MHPSS) and industry partners e.g. UTM-MJIIT, APM, etc. to better plan and deliver BRC or DRR programming nationwide.

**More proactive governing decision maker:** EXCOs (esp. new or apprentice EXCOs) to initiate and sometime participate in high-level or medium-level meeting and discussion esp. on policy making, nationwide operational planning when it involves policy makers.

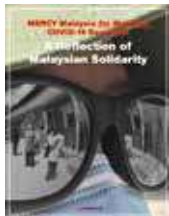
**Adhoc stand-in operations procedure:** to have a contingency procedure in place in cases where the leadership of the secretariat resigns abruptly.

***Thank you for your valuable inputs.***

## Malaysia COVID-19 Response Photobook

Department/unit	CSE	Project duration	1 month
Project name	A Reflection of Malaysian Solidarity	Project start date	July 2020
Project manager	Herman Abdullah	Project end date	August 2020
Project donor	-	Project budget	-

Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	MERCY Malaysia for Malaysia COVID-19 Response: A Reflection of Malaysian Solidarity, is a photobook chronicling the solidarity of fellow Malaysians from all walks of life together hand in hand with fronliners and various agencies in the fight to curb the invisible enemy during the first three months (18 March – 30 June 2020) of the enactment of the movement control order (MCO) by the government of Malaysia.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Annual Report 2020

Department/unit	CSE	Project duration	20 months
Project name	Annual Report 2020	Project start date	November 2019
Project manager	Herman Abdullah	Project end date	July 2021
Project donor	General fund	Project budget	RM 38,290


Overall project status	<b>HEALTHY</b> Completed	AT-RISK	HALTED
Summary	There are three major reports for AR2020: 1. AR2020 Abridged Edition (for printing), 2. AR2020 full reporting (for online) and 3. COVID-19 Special Report (insertion in the abridged and full edition). The reports were created and enhanced to meet the new Strategic Commitment and Objective of 2020-2030 and to ensure all works in 2020 are map accordingly to MM's 4 pillars of Strategic Commitment. It is also prepared to accept the thematic approach reporting as part of MERCY Malaysia's strategic direction in the future.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	  
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Islamic Social Finance Booklet

Department/unit	CSE	Project duration	3 months
Project name	Islamic Social Finance Booklet	Project start date	November 2019
Project manager	Herman Abdullah	Project end date	January 2020
Project donor	-	Project budget	-


Overall project status	HEALTHY	AT-RISK	<b>HALTED</b> To revisit project
Summary	A booklet for ISF;s campaign, awareness and fundraising purposes. A draft was prepared and is waiting for feedback and to be reviewed by ISF unit and Senior Management before publication.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## QFFD Clinic Kajang Launching Event

Department/unit	CSE, QFFD and FRE	Project duration	1 month
Project name	QFFD Clinic Kajang Launching	Project start date	April 2020
Project manager	Herman Abdullah	Project end date	April 2020
Project donor	QFFD	Project budget	-


Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	The event was successfully executed with a good coordination between CSE, QFFD Klinik Kajang, FRE, K&L unit and YKN despite it was informed just about a week before the event.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Handwashing Kiosk Launching Event

Department/unit	CSE	Project duration	1 week
Project name	Handwashing Kiosk Launch	Project start date	August 2020
Project manager	Herman Abdullah	Project end date	August 2020
Project donor	COVID-19 Fund	Project budget	-

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	This event was successfully launched by DYMM Raja Permaisuri Perak, Tuanku Zara Salim on 18 August 2020 at SMK Tasek Damai I Perak Darul Ridzuan		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Mainstream Media Coverage 2020

Department/unit	CSE	Project duration	12 months
Project name	Mainstream Media Coverage 2020	Project start date	January 2020
Project manager	Chan Li Jin and Herman Abdullah	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Press releases: 1. MERCY Malaysia stands in solidarity with the people of Beirut and Lebanon 2. Siaran Media: Majlis Pelancaran Projek Kiosk Mencuci Tangan (Handwashing Kiosk) untuk Sekolah-Sekolah Terpilih di Malaysia 3. Press statement: MERCY Malaysia COVID-19 Emergency Response in Sabah 4. Press Statement: MERCY Malaysia's COVID-19 Third Wave Preparedness and Response Plan-Mobilise Volunteer to Sabah & MHPSS Sabah Helpline 5. MERCY Malaysia sends another 9 volunteers to Sabah		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Creative Media Resources

Department/unit	CSE	Project duration	12 months
Project name	Campaign Collaterals	Project start date	January 2020
Project manager	Herman Abdullah	Project end date	December 2020
Project donor	Various funds	Project budget	-

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	61 posters for social media postings consist of Facebook, Instagram, Twitter posts highlighting campaigns and other activities based on design requests.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Design Request Form (DRF) was produced to ensure that every request from any department comes with approval from the respective HODs. It is also to improve the work flow of CSE and the organization.  Visual and brand identity consistency and alignment are improving, enhancing MERCY Malaysia's brand form value.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	



CNW2021.jpeg  
1,080 × 1,080



Caringforelderly.jpeg  
1,080 × 1,080



togetherwecanwin.jpeg  
1,080 × 1,080



federalterritoryday.jpeg  
1,080 × 1,080



thaipusam.jpeg  
1,080 × 1,080



beritapalsu.jpeg  
810 × 1,080



fakenews.jpeg  
864 × 1,080



selamatpagi.jpeg  
1,080 × 1,080



productivetips.jpeg  
1,080 × 1,080



tipskerjaarumah.jpeg  
1,080 × 1,080



tidakbanjir.jpeg  
1,080 × 1,080



floodrules.jpeg  
1,080 × 1,080



Motivationalgoodmorni  
ng2.jpeg  
1,080 × 1,080



MTL floodcampaign.jpe  
g  
1,280 × 1,277



Motivationalgoodmorni  
ng1.jpeg  
1,080 × 1,080

Samples of posters and other communication visuals.



## Social Media Resources

<b>Department/unit</b>	CSE	<b>Project duration</b>	12 months
<b>Project name</b>	Social Media Collaterals	<b>Project start date</b>	January 2020
<b>Project manager</b>	Herman Abdullah	<b>Project end date</b>	December 2020
<b>Project donor</b>	-	<b>Project budget</b>	-

Overall project status	HEALTHY Completed	AT-RISK	HALTED
Summary	Total posting on Facebook: 1118 Total reach on Facebook: 1,338,160 Total engagement on Facebook: 70,288		

Component	Status			Notes
Budget	On	Under	Over	CSE attempted quick win strategies for the first 6 month of its 2020 social media posting. This strategy is crucial to manage staff shortage issue and work pile. The strategy was to have three posts per day on Facebook, Instagram and Twitter.
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	The Hootsuite application tool has allowed for better posting management, which generally are made up of these types: 1. Public service announcement 2. Broadcasting 3. Fundraising 4. Activities of the day.
Roadblocks	Low	Moderate	High	



### Samples of social media posts and communication visuals.



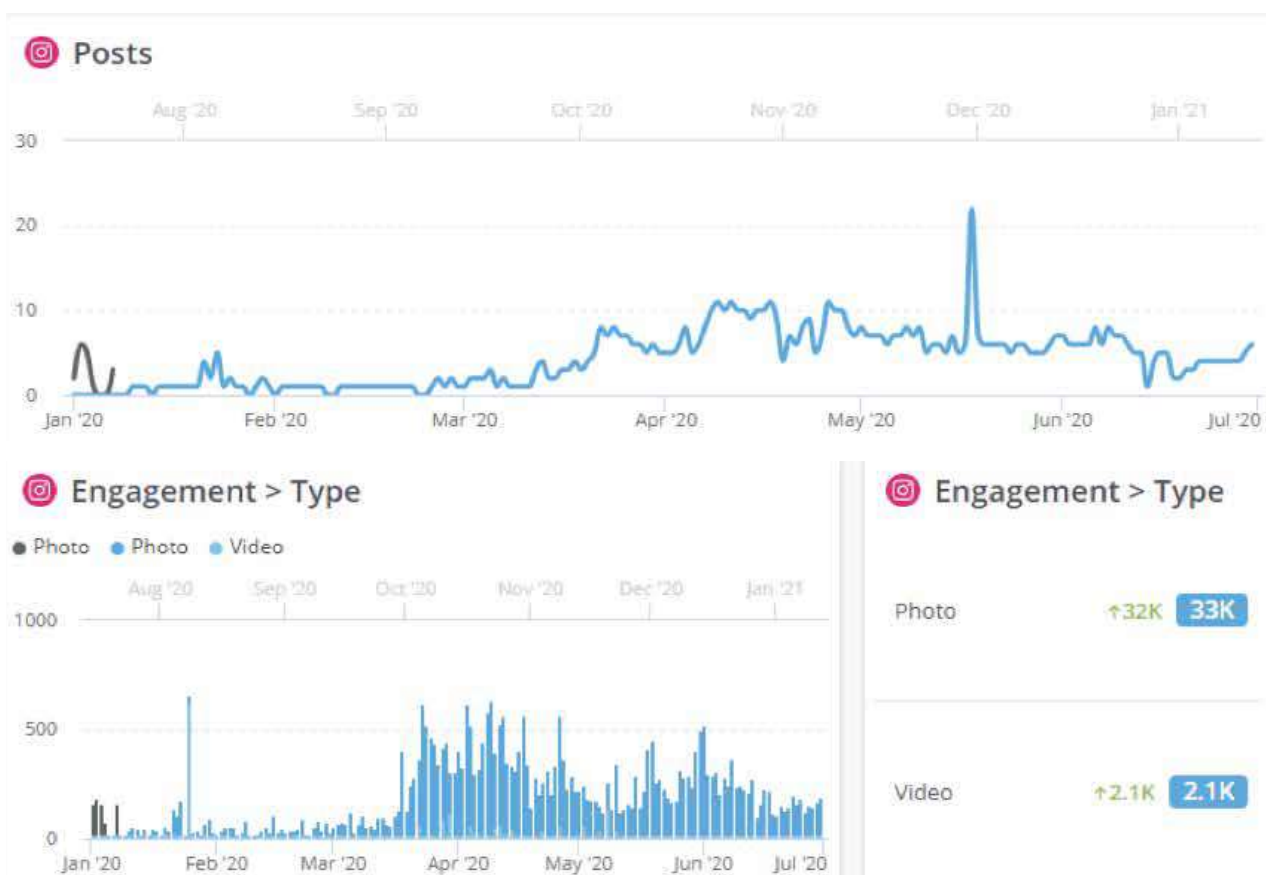
## Risk Communication and Community Engagement (RCCE) Materials



## Social Media Analytics: Facebook



## Social Media Analytics: Instagram



## Social Media Analytics: Twitter



## Social Media Analytics: LinkedIn



## Fundraising and Events (FRE)

Department/unit	FRE	Project duration	12 months
KPI	To pursue public and private donors in timely manner after the campaign/fund is launched	Project start date	January 2020
Project manager	Azizah Nasir	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK Completed	HALTED
Summary	<p>This initiative is aligned to <b>Strategic Objective 1 (KPI 1 - To pursue public and private donors in timely manner after the campaign/fund is launched)</b> by means of developing donor's profile based on campaign/fund, continuous engagement, and monitoring donor's portfolio. The current system is unable to generate donor profile in database.</p> <p>Due to increased work load in 2020 with minimum manpower, this initiative is facing delay but is continuously being developed and improved.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

Department/unit	FRE	Project duration	12 months
KPI	To improve on reporting campaign results and how funds were spent with all stakeholders	Project start date	January 2020
Project manager	Azizah Nasir	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK Completed	HALTED
Summary	<p>This initiative is aligned to <b>Strategic Objective 1 (KPI 5 - To improve on reporting campaign results and how funds were spent with all stakeholders)</b> in ensuring all contributions are well utilized based on the approved activities.</p> <p>Due to increased work load in 2020 with minimum manpower, this initiative is facing delay but is continuously being developed and improved.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	Unable to track the progress in timely basis, most of the works are done manually
Roadblocks	Low	Moderate	High	



## Project performance

Department/unit	FRE	Project duration	12 months
KPI	Donor database system enhancement	Project start date	January 2020
Project manager	Azizah Nasir	Project end date	December 2020
Project donor	General fund	Project budget	

Overall project status	HEALTHY	AT-RISK Completed	HALTED
Summary	<p>This initiative is aligned to <b>Strategic Objective 1 (KPI 8 - To enhance donor database system for internal and external stakeholder)</b> by engaging works with vendors to meet the desired results by Q3 2020, and the full functioning system by 2022.</p> <p>Until end of 2020, FRE is unable to find suitable vendor to upgrade on the donor database/system, and continue to manually using Excel.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Paid for Netsuite service but the software could not be used
Schedule	On	Delayed	Stopped	Migration may need proper planning and research
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	Unable to find suitable vendor to upgrade on the donor database/system

Department/unit	FRE	Project duration	12 months
KPI	Staff competency improvement	Project start date	January 2020
Project manager	Azizah Nasir	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK Completed	HALTED
Summary	<p>This initiative is aligned to <b>Strategic Objective 2 (KPI 1 - To improve staff competency on donor management system, reporting and funding management)</b> through trainings and workshop sessions.</p> <p>Due to increased work load in 2020 with minimum manpower, as well as restriction on movements, no specific trainings or capacity building workshops attended by any member of staffs.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	Need fundraising team to involve in any activity at anytime
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	Lack of internal control by Project Manager
Roadblocks	Low	Moderate	High	

## Project performance

Department/unit	FRE	Project duration	12 months
KPI	To ensure tax exemption receipt issuance within 7-14 working days	Project start date	January 2020
Project manager	Azizah Nasir	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK Completed	HALTED
Summary	<p>This initiative is aligned to <b>Strategic Objective 3 (KPI 2 - To ensure tax exemption receipt issuance within 7-14 working days)</b> through daily/weekly access to donation portal and conduct checks on receipt issuance and other schedules.</p> <p>Due to increased work load in 2020 with minimum manpower, this initiative is facing delay but is continuously being developed and improved.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	Tax receipt is successfully generated manually on time. However, during the emergency the team needs need additional manpower to support.
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	Inability to generate tax receipt within the timeframe due to manually key-in and lack of manpower. Backlog is high during the emergency phase.
Roadblocks	Low	Moderate	High	

Department/unit	FRE	Project duration	12 months
KPI	Strengthening of funding management reporting for decision making and planning	Project start date	January 2020
Project manager	Azizah Nasir	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY Continuous improvement	AT-RISK	HALTED
Summary	<p>This initiative is aligned to <b>Strategic Objective 4 (KPI 3 - Strengthening the funding management reporting for decision making and planning purposes)</b> by ensuring all fundings are reported and shared with relevant departments and project managers.</p>		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	Donor management guideline is developed to ease the internal process and to monitor the accuracy of the reporting
Risks	Low	Moderate	High	The guideline has been reviewed by Finance Consultant
Roadblocks	Low	Moderate	High	



## **Azizah Nasir**

Deputy Head, Fundraising and Events

### ***What was considered as the biggest achievement delivered by MERCY Malaysia for the year 2020?***

#### **Fundraising activity:**

Fundraising and Events (FRE) managed to secure substantial amount of funding from corporates, foundations and public donors despite the Movement Control Order. RM 35 million donations were raised for the COVID-19 Pandemic Fund (March - December 2020) and RM 3.5million donations were raised for the 2020 Flood Relief Fund.

60% sources of funding come from corporations, 20% from public individuals, 10% from governmental agencies, and 10% from other NGOs. The money raised under the COVID-19 Pandemic Fund has been utilized for the nine components of the COVID-19 Strategic Preparedness Plan in Malaysia which have benefited thousands of people.

#### **Work system/ fundraising mechanism:**

**60,322 numbers of donors** contributed in 2020 for all funds (30% of donors contributed to COVID-19 Pandemic Fund)

**60,322 official receipts** manually generated and successfully sent.

**1,000 thank you notes** shared to selected donors to demonstrate our commitment to those that support our work in 2020.

**Increase in participation of high-profile contributors** vs regular contributors such as Novartis, Accenture, Google, Starbucks, Shell, and many more in supporting MERCY Malaysia COVID-19 Strategic Preparedness Plan in 2020 and Flood Relief Program.

**New source fundraising platforms established** with major e-commerce providers such as Shopee, Lazada, Touch n Go and online crowdfunding providers; KitaFund, Maybank Heart, SimplyGiving, and LaunchGood.

**Inspired partnership** with Malaysia Airlines supported MERCY Malaysia by promoting COVID-19 Strategic Preparedness Program to their Enrich members and custom.

### ***What are some of the biggest challenges that FRE had to face in 2020?***

To say that the last year has been a tumultuous time for FRE was quite an understatement. Our team had to scramble to adjust our fundraising plans, at the same time as navigating an increased demand on the COVID-19 Pandemic Program from the corporate donors.

## Leaders inputs

**A reduction in individual donations** as the public pay is changing due to COVID-19 (many households had less money for charity) and **increased demand for transparency from donors**. We had to keep pace and speak the same language as the donors and work closely with all of the departments.

**Sluggish digital growth and keep pace with digital change.** Some of the channels require little capital upfront but can have positive results. We had to adjust to the new way of doing things (exploring the contactless donation points) to secure a financial future from the general public.

**A reliable donation system and donor database have been our challenge every year.**

**Ensuring compliance and rules/ policy are followed** at every level of operation. The challenge with this is that it requires dedicated resources, level commitment, and of course time to establish the correct controls and protocols.

**Managing donor's expectations, requirements, and reporting** to show that we are dedicated to transparency, efficiency, and professionalism at every level.

***What was the biggest opportunity that 2020 brings to FRE, and how did FRE respond to that opportunity with regards to its fundraising activities, donor engagement and management, and overall growth and development?***

MCO lockdowns and restrictions led to online channels such as social media campaigns and virtual fundraising becoming more vital than ever before. We have the opportunity to expand our fundraising channels used by different audiences and diversify our fundraising income. More partnerships have been established too, made possible with clear project outputs with sustainable impact to it.

***What are the areas that require substantial improvement within FRE?***

**Innovative strategies for generating funds** and new technologies to move forward.

**Increase manpower** as the job is very demanding and requires a full commitment, effort, and dedication.

**New ways to diversify fundraising income** as traditional cash-in-hand is becoming more obsolete.

***Thank you for your valuable inputs.***

## **Amrul Hazarin Hamidon**

Head, Islamic Social Finance

### ***What was considered as the biggest achievement delivered by MERCY Malaysia for the year 2020?***

#### **Fundraising activity/program/project:**

Waqaf program initiatives focusing on Covid 19 response. The campaign was over whelmed as we managed to collect 4.5million to purchase ventilators and medical equipment and has been distributed to covid response hospitals.

#### **Work system/ fundraising mechanism:**

1. The ISF department has successfully ensured that receipts for ISF-related funds were issued in timely manner.
2. Information regarding the campaigns initiated were properly communicated to donors with an organized list of donors.

### ***What are some of the biggest challenges that ISF had to face in 2020?***

#### **Branding:**

MERCY Malaysia is seen to be a homegrown International NGO providing humanitarian relief regardless of race, religion, nationality or political leanings, as compared to Islamic Relief, MyCare, and Aman Palestine.

#### **Shariah framework:**

1. MERCY Malaysia should consider of developing a proper shariah framework within the organization to provide a more credible conviction in pursuing Islamic Social Financing initiatives such as Zakat and Tainted Funds from Islamic financial institutions (IFIs).
2. The shariah board has a unique relationship with IFIs, as they are responsible for monitoring the compliance of Shariah rules in their transactions, issuance of Shariah products. Furthermore, as a representative of the various Ulama, the Shariah board has the authority to issue Fatwas regarding the products and practices.

#### **Awareness:**

1. There should be more awareness campaign with regards to ISF initiatives in our social media. Programs/events financed by ISF tools should be highlighted in order to get the attention of the public. The audience which gets to know about the event through media (e.g., newspapers and posters for the older generation, and social networks for youth) is always bigger than the audience of the event itself.

#### **Engagement with potential donors:**

Inability to engage with potential donors due to the pandemic

### ***What was the biggest opportunity that 2020 brings to ISF, and how did ISF responded to that opportunity with regards to its fundraising activities, donor engagement and management, and overall growth and development?***

The sudden need for medical equipment due to the COVID-19 pandemic has positioned MERCY Malaysia as an appropriate entity to provide assistance.

In addition to conventional fundraising, MERCY Malaysia has introduced through its Islamic Social Financing (ISF) is initiating a Special Fund to support the national healthcare system during emergency situation. The contribution is utilised to procure medical equipment which is endowed (waqaf) to the Ministry of Health.

MERCY Malaysia is among a limited number of Non-Profit Organisations in Malaysia appointed to provide an efficient and trusted route for people to fulfil their Zakat and Sadaqah obligations. Through the MERCY Malaysia ISF platforms, contributions are channelled directly to the communities most in need.

As part of the ISF initiatives, MERCY Malaysia has further positioned itself as the recipient of funds for:

1. Zakat (target: existing and new Zakat contributors)
2. Waqaf (target: existing and new Waqaf contributors)
3. Syariah Non-Compliant Fund (target: Islamic Financial Institutions (IFIs))

### ***What are the areas that require substantial improvement within ISF?***

1. Communications on the mechanics and how Zakat and Waqaf are trusted, safe and reliable means of humanitarian assistance financing mechanism - to expand and extend effective promotion of Zakat and Waqaf to public and corporates. This is to be done by improving internal and external communications on MERCY Malaysia's activities in Zakat and Waqaf.
2. Communication through email will be sent to potential and existing contributors.
3. To promote Zakat and Waqaf campaigns through social medias and MERCY Malaysia website. Building trust, is one of the key ways to reach new customers.
4. Syariah Non-Compliant Fund – To initiate engagement with IFIs.

### ***What are your recommendations for improvement?***

1. Engagement with donors – To help improve fund sustainability; long term donor, recurring donor
2. Source of fund - ISF to have more collaboration with Zakat authorities
3. A permanent ISF fund tab on website, and to promote/more exposure on ISF through infographic - can include waqaf as selection for fund (depending on mutawali status)

***Thank you for your valuable inputs.***

## Finance Department

Department/unit	Finance Department	Project duration	12 months
KPI	To disburse any funding request (on approved budget/programs) within 5 working days	Project start date	January 2020
Project manager	Noorazila Ahmad	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK	HALTED
Summary	This initiative is aligned to <b>Strategic Objective 1 (KPI 1 - To disburse any funding request (on an approved budget/programs) within 5 working day)</b> . For some emergency cases, able to disbursed within the same day submission of Fund Request		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

Department/unit	Finance Department	Project duration	12 months
KPI	To enhance project tracking system for internal and external stakeholder	Project start date	January 2020
Project manager	Noorazila Ahmad	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK System improvement required	HALTED
Summary	This initiative is aligned to <b>Strategic Objective 1 (KPI 4 - To enhance project tracking system for internal and external stakeholder)</b> . By end of 2020, a suitable software was not found and the department continues to use manual tracking using Microsoft Excel.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Paid for Netsuite service but the software could not be used
Schedule	On	Delayed	Stopped	Migration for the usage of Accounting System need extensive planning, research and integration framework
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Project performance

Department/unit	Finance Department	Project duration	12 months
KPI	To improve staff competency on Microsoft Excel and understanding Project Analysis Code	Project start date	January 2020
Project manager	Noorazila Ahmad	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK	HALTED
Summary	This initiative is aligned to <b>Strategic Objective 2 (KPI 1 - To improve staff competency on Microsoft Excel and understanding Project Analysis Code)</b> . Conducted Continuous Humanitarian Education (CHE) training for staff on Finance Management on 6th November 2020. Staff were exposed with the details of the finance's template and basic Microsoft Excel skills.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	CHE conducted as planned
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

Department/unit	Finance Department	Project duration	12 months
KPI	To improve management of fund, i.e. balance of funds	Project start date	January 2020
Project manager	Noorazila Ahmad	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK Overall improvement required	HALTED
Summary	This initiative is aligned to <b>Strategic Objective 1 (KPI 2 - To improve management of fund, i.e. balance of fund)</b> . By end of 2020, No specific training conducted for all staff. Need finance staff involvement to finalise the project's financial control.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	Need Finance Staff direct involvement from time to time
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	Lack of internal control by Project Manager
Roadblocks	Low	Moderate	High	



## Project performance

Department/unit	Finance Department	Project duration	12 months
KPI	To produce Bi-Monthly Financial Report and to maintain all financial records in an updated manner	Project start date	January 2020
Project manager	Noorazila Ahmad	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK Overall improvement required	HALTED
Summary	This initiative is aligned to <b>Strategic Objective 3 (KPI 1 - To produce Bi-Monthly Financial Report and to maintain all financial records in an updated manner)</b> . Inability to produce Bi-Monthly Financial Report may affect the control of fund balance (from finance). The overall staff involvement on the financial report submission need to improved		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

Department/unit	Finance Department	Project duration	12 months
KPI	To ensure annual financial accounts are audited in time	Project start date	January 2020
Project manager	Noorazila Ahmad	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK Slight delay	HALTED
Summary	This initiative is aligned to <b>Strategic Objective 3 (KPI 2 - To ensure annual financial accounts are audited in time without any adverse opinion and statements by the auditor)</b> . Field audits succesfully conducted in 2020 as planned. However the final Audited Report was delayed due to MCO and other COVID-19 related restrictions.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	Final Audited Report delayed due to MCO and late submission to Inland Revenue Board because of the submission date extension given by IRB
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## Project performance

Department/unit	Finance Department	Project duration	12 months
KPI	To ensure all finance staff are competent and equip with relevant skills	Project start date	January 2020
Project manager	Noorazila Ahmad	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK	HALTED
Summary	This initiative is aligned to <b>Strategic Objective 4 (KPI 1 - To ensure all finance staff are competent and equip with relevant skills)</b> . Due to COVID-19 related restrictions, this initiative was halted resulting in the risk where staff members could not have leadership and related training or exposure specifically related to non-profit financial management. No external training attended by the staff, and focus are towards COVID-19 response and adaptation with new-norm working environment.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

Department/unit	Finance Department	Project duration	12 months
KPI	To continuously educate internal stakeholders on financial management and planning	Project start date	January 2020
Project manager	Noorazila Ahmad	Project end date	December 2020
Project donor	-	Project budget	-

Overall project status	HEALTHY	AT-RISK	HALTED
Summary	This initiative is aligned to <b>Strategic Objective 4 (KPI 4 - To continuously educate internal stakeholders on the importance of financial management and planning)</b> . Conducted CHE for staff on Finance Management on 6 November 2020.		

COMPONENT	STATUS			NOTES
Budget	On	Under	Over	No monetary commitment required
Schedule	On	Delayed	Stopped	Conducted CHE for staff on Finance Management on 6 November 2020
Quality	Good	Moderate	Low	
Risks	Low	Moderate	High	
Roadblocks	Low	Moderate	High	

## **Izzadin Abdul Rahim**

Advisory Consultant, Finance Department

## **Noorazila Ahmad**

Deputy Head, Finance Department

### ***What was considered as the biggest achievement delivered by Finance Department for the year 2020?***

#### **Finance management:**

Finance Department managed to close 2019 Account and auditor has conducted field audit within first quarter 2020. Despite the limitation due to MCO, we managed to work online with the auditor and we have finalised the audit FYE 2019 Report in June 2020, during the MCO period.

We also managed to conduct the day-to day finance and accounting operations during the MCO period effectively by having a rotation schedule (Team A and Team B) among the Finance staff with a revised work functions that requires each staff to be able to conduct the necessary tasks despite it may be different from their official job descriptions.

Despite the work challenges during MCO, Finance has also undertaken to manage approximately RM37 million of funds received with a spending of RM30 million for COVID-19 response throughout 2020.

#### **Work system/ policy improvement:**

Finance Department has identified critical areas that requires improvement or to develop new policies and guidelines, namely cost management framework, cost allocation practices and project budgeting, fund management and reserve fund policy.

Finance Department targets to produce the relevant documents and to implement in stages throughout 2021 – 2022. Among gaps on principles and practices for cost management and project budgeting and treatment identified are:

1. Non availability and lack of understanding of cost framework among the project staff which may lead to cost items not budgeted for a project or program.
2. Lack of guidelines on budgeting and cost allocations for shared costs such as staff costs that may lead to over or under budget for a project or program.
3. Non availability of standard costing for certain costs that may lead to un-standardize budgeting between project or programs.
4. No clear guidelines on actual charging of shared resources costs such as manpower that may lead to inaccurate cost charging to a project or program.

### ***What was the biggest challenge that Finance Department had to face in 2020 and how did it responded to that opportunity ?***

Managing RM37 million of COVID-19 funds received for corporate and public donors and work within the limitation of MCO.

## Leaders inputs

Finance staffs were required to learn multiple work roles and functions within the department due to the new working arrangement during MCO which lead them to appreciate their peers work functions and be able to undertake multiple tasks if so required in the future.

### ***What are the areas that require substantial improvement within Finance Department?***

1. Reorganize the work functions to enable Finance Department to perform and provide various financial management reporting on a more regular basis starting with half yearly and eventually on a monthly basis. As of now, Finance Department only be able to perform day-to-day financial accounting transactions on both expenditure and donation received and are not able to produce a regular financial reporting that can be used as a management tools for decision making.
2. Undertake the consolidation of banking conduct as suggested by the auditor due to too many banking accounts maintained by MERCY Malaysia.
3. To start implement online banking payment for recurring monthly expenditure such rental, utilities and others which will reduce the manual payment processing and Finance will propose to continue to expand the online payment to other payments to suppliers or vendors.
4. To work with Procurement Unit on utilizing the existing BizTrak Purchasing Module in order to automate the existing manual procurement processing which will directly integrate with the BizTrak financial accounting system.

### ***What are your recommendations for improvements?***

#### **Finance Department:**

1. Develop new critical policies and guidelines as mentioned in Work/Policy improvement above
2. Reorganize Finance Department work function
3. Hire new officer level staff to meet the work requirement

#### **Fundraising and Events:**

To have a single reliable donation system that can be integrated or at least can be used for financial accounting reconciliation against the banking account and posting to the BizTrak system.

#### **PDO:**

1. To continuously engage with PDO on the importance to prepare a good project budgeting by applying the respective guidelines and policies (existing and to be newly introduced)
2. To substantially improve on the returning of the mission report and other monthly financial reporting (Chapter/Country) on a timely manner.

#### **Procurement Unit:**

Propose to automate and integrate the procurement processes with BizTrak financial accounting system which will improve the processing as well as tracking and reporting, subject to evaluation by both Procurement Unit and Finance Department.

***Thank you for your valuable inputs.***

## ***Zubir Ahmad Suhaimi***

Head, Human Resource & Administration Services (HRAS)

### ***What are some of the biggest challenges that HRAS had to face in 2020?***

Since I joined in March 2021, I realised that there are challenges facing MERCY Malaysia from HRAS' point of view, namely:

1. No performance appraisal done for a few years.
2. The Performance Appraisal form in used is very dated and based on subjective elements for evaluating a staff's performance.
3. No structured training and development programs in place
4. HR practices were not based on any scientific, objective methods such as so called broad-banding salary structure is not really broad-band but still narrow-band.
5. Organisation structure that accommodates personalities rather than based on job requirements. A few personal-to-holders positions that disrupts the "harmonic" balance among staff.
6. Promotions and salary adjustments may not be based on HR best practices and objectivity.
7. HRAS policies were not reviewed/revised. Sometimes the essential policies are non-existent.
8. Procurement policies are outdated and some procedures are not practised even though such procedures are spelt out in existing policies.
9. Audit issues raised by UNICEF were not closed or no effort to close them
10. Staff discipline issues were not handled or condoned
11. HR Information System still at basic level (only leave and payslip applications)

### ***What are your recommendations for improvement for HRAS and MERCY Malaysia?***

#### **For HRAS:**

1. Development of Functional Competencies to be Used as a Tool for Staff Development
2. Individual Staff Training & Development Plan
3. Leadership Training for Middle Mangers
4. Exposure to Project Management Software
5. Risk and Compliance Management to be introduced
6. Internal Auditing should be introduced
7. Warehousing Management should be up to mark with best practices in the market

#### **For MERCY Malaysia:**

1. A team of senior management staff who are professionally trained, knowledgeable and experienced
2. A reserve fund big enough to be allocated for staff development
3. Investment in software for the various functions and integrated as such
4. Find sustainable sources of funding through revenue generating strategic business unit such as a Humanitarian Knowledge & Learning Centre of Excellence
5. Professionals leading EXCO members in the various fields of management to provide guidance and advice to the different departments within MERCY Malaysia.
6. Strategic Plans translated into Operational Plans and allocation of resources to achieve such plans.
7. Systems and Processes to be in line with global best practices.

***Thank you for your valuable inputs.***

## COVID-19 Strategic Preparedness and Response Plan V.1

### An integrated, components based approach

On March 19, 2020, MERCY Malaysia has launched the COVID-19 Pandemic Fund together with its COVID-19 Strategic Preparedness and Response Plan to prepare and support the country's strained healthcare system and communities impacted by the global pandemic. The fund will also go towards supporting medical services and essential needs of marginalized and at-risks community groups.

Release date: **19 March 2020**

Program components: **8**

Components' activities: **33**

Target aid recipients (direct and indirect): **250,000 person**

Duration: **March - December 2020**

Target appeal amount: **RM 25 million**

#### **COMPONENT 1**

**Critical preparedness, readiness and response support actions for MOH and CPRC**



#### **COMPONENT 2**

**Operational supplies support and logistics**



#### **COMPONENT 3**

**At-risk-community's livelihood support and logistics**



#### **COMPONENT 4**

**Infection prevention and control/ water, sanitation and hygiene (WASH)**



#### **COMPONENT 5**

**Mental health and psychosocial support (MHPSS)**



#### **COMPONENT 6**

**Information, education and communication (IEC) / awareness campaign**



#### **COMPONENT 7**

**Epidemics/ pandemics risk reduction**



#### **COMPONENT 8**

**Quarantine centers and field hospital auxiliary support**





## COVID-19 Strategic Preparedness and Response Plan V.2

### Find, test, trace, isolate

On April 15, 2020, MERCY Malaysia revised its initial COVID-19 Strategic Preparedness and Response Plan by adding one component to help support the National Crisis Preparedness and Response Centre (CPRC) in conducting screening and testing. This decision was to support the Ministry of Health's strategy for functional and effective find, test, trace and isolate and support system for the country in fighting the pandemic and saving lives.

Release date: **15 April 2020**

Program components: **9**

Components' activities: **33**

Target aid recipients (direct and indirect): **500,000 person**

Duration: **March - December 2020**

Target appeal amount: **RM 40.5 million**

#### **COMPONENT 1**

**Critical preparedness, readiness and response support actions for MOH and CPRC**



#### **COMPONENT 2**

**Operational supplies support and logistics**



#### **COMPONENT 3**

**At-risk-community's livelihood support and logistics**



#### **COMPONENT 4**

**Infection prevention and control/ water, sanitation and hygiene (WASH)**



#### **COMPONENT 5**

**Mental health and psychosocial support (MHPSS)**



#### **COMPONENT 6**

**Information, education and communication (IEC) / awareness campaign**



#### **COMPONENT 7**

**Epidemics/ pandemics risk reduction**



#### **COMPONENT 8**

**Quarantine centers and field hospital auxiliary support**



#### **COMPONENT 9**

**Targeted mass COVID-19 testing**



## Third Wave Strategic Preparedness and Response Plan

### New surge, improvised plan and operations strategy

On October 5, 2020, Malaysia experienced a third wave of COVID-19 cases, resulting in the reinstitution of the 4-phase MCO based on cases and locations. With the new surge in cases forcing another round of lockdowns, a community-wide but targeted approach were put in place to reduce the burden of those impacted from the prolonged MCO.

The operational objective of the COVID-19 Third Wave Strategic Preparedness and Response Plan is to contribute in reducing morbidity, mortality and social impacts of the outbreak's third wave by preventing or slowing transmission and helping to ensure communities affected by the outbreak maintain access to basic social services and can support themselves in dignity throughout the course of the outbreak.

Release date: **5 October 2020**

Program components: **9**

Components' activities: **33**

Target aid recipients (direct and indirect): **500,000 person**

Duration: **October - December 2020**

Target appeal amount: **RM 7.5 million (totalling up to 47.5 million)**



#### 1. Infection prevention and control



#### 2. Equip rapid-responders in investigations, contact tracing and testing



#### 3. Reduce pandemic risk through good health and hygiene practice



#### 4. Ensure food security and livelihood protection to reduce the risk of hunger and mental stress

## Performance summary snapshot

### Performance score card and snapshots\*

*\*as per 31 December 2020*

By year end 2020, MERCY Malaysia has managed to deliver all 9 program components with their various activities, covering operations throughout the country - assisting to cover immediate gaps in healthcare facilities with regard to emergency case management, detection of COVID-19 cases, supporting healthcare facilities' operations, protecting frontliners with adequate PPEs, as well as providing non-medical aid and support to vulnerable and at-risk communities.

**RM 39,100,848**

funds received by 31 December 2020

**RM 30,137,751 (77%)**

of funds collected spent on response and relief efforts\* (\*balance of funds carried forward to 2021)

**55,912**

food packs distributed

**42,630**

RT-PCR tests conducted

**30,000**

information packs distributed

**337**

ICU equipment distributed to hospitals

**64**

units of ventilators distributed to health facilities

### Donations received in 2020\*

*\*as per 31 December 2020*

COVID-19 Pandemic Fund	<b>RM 30,590,062.87</b>
Waqaf COVID-19	<b>RM 5,191,491.21</b>
COVID-19 Sabah Fund	<b>RM 1,871,956.81</b>
COVID-19 Philippines Fund	<b>RM 747,665.15</b>
COVID-19 Indonesia Fund	<b>RM 437,500.00</b>
COVID-19 Myanmar Fund	<b>RM 262,172.76</b>
<b>GRAND TOTAL</b>	<b>RM 39,100,848.80</b>

### Amount spent 2020\*

*\*as per 31 December 2020*

COVID-19 Pandemic Fund (Malaysia)	<b>RM 30,052,581.68</b>
COVID-19 Myanmar Fund	<b>RM 76,858.76</b>
COVID-19 Philippines Fund	<b>RM 8,311.21</b>
<b>GRAND TOTAL</b>	<b>RM 30,137,751.65</b>

## Performance dashboard (as per 31 December 2020)



**25,554**

Isolation  
Coveralls



**106,507**

Isolation Gowns



**40,082**

Apron



**15,200m**

Non Woven Fabric



**274,008**

Gloves



**27,245**

Hand Sanitizers



**518**

Thermometers



**64**

Ventilators



**1,960**

Goggle



**28,832**

Hygiene Kits



**133,895m2**

Areas Disinfected



**1,800+**

Psychosocial  
Hotline Calls



**15**

Awareness Video



**17**

Sewing Machine



**60,000**

Awareness  
Materials



**4,596**

Support  
Equipment

Source: [mercyfightscovid19.com](https://mercyfightscovid19.com)



**55,510**

Face Shields



**139,190**

Shoes Covers



**74,250**

Head Cover



**454,424**

Face Masks



**337**

ICU Equipment



**31**

Intubation Boxes



**42,630**

Tests and VTM



**147**

PAPR



**3,800**

Volunteers  
Deployed



**55,912**

Food Packs



**7,310**

Food Vouchers



**3,672**

Mineral Water



**50,745**

Self Care Viewers



**RM144,200**

Cash Assistance



**6**

Pandemic Risk  
Reduction



**64**

Handwashing  
Kiosk

## **Visan Chan**

Head, Programme Development & Operations

### ***What was considered as the biggest achievement delivered by PDO for the year 2020?***

#### **On programmes and projects:**

COVID-19 Response Plan Component 1,2 and 3 - delivery of essential equipment, NFI, PPEs and foodpacks during emergency response and right until end of the year for recovery phase.

#### **On work system:**

1. Swift approval during programme delivery. Quick turnaround time from request/ verification/ approval/ procurement/ delivery
2. Agile organisation to provide a varied relief assistance and be supported by donors/ funding.
3. Churning out programmes by component/ category and pitching to donors to get immediate funding.

### ***What was the biggest challenge PDO had to face in 2020?***

1. Coordination between government and other NGOs on request assistance for hospitals. Challenges to verify needs and avoid duplication. i.e. PPE, foodpacks, and medical equipment.
2. Availability of stocks to respond due to influx of request.

### ***What was the biggest opportunity that 2020 brings to PDO, and how PDO responded to that opportunity with regards to its programs and projects deliveries?***

COVID-19 helps us relook at strategy/ re-positioning MERCY Malaysia with donors and government that the organization is relevant for on local response. On top of that, opportunities for PDO also include:

#### **Departmental growth:**

Logistics is the unit that expanded the most displaying resilience and adaptation on all levels of response.

#### **Departmental development:**

Due to the lack of manpower and systems, basic monitoring trackers were develop in order to track all distributions and funding commitments.

### ***What are the areas that require substantial improvement within PDO?***

Digitisation of all process and procedures.



### ***What are your recommendations for improvement for:***

#### **PDO:**

1. Officer – Trainings on project management and programme related trainings including technical training (EMT, WASH, assessment, etc).
2. Senior and Mid Management – Leadership and coaching training.

#### **Procurement Unit:**

Procurement system and standing vendor agreement on common SKU i.e. foodpacks, hygiene kits, equipment, etc.

#### **HRAS:**

Can improve on staff welfare i.e. working from home, tools, data support

#### **FRE:**

Automation of tax exemption system

#### **MERCY Malaysia:**

1. Away Day for team building.
2. Training on effective meeting, effective communication, and efficiency.
3. Development of clear career path for all levels of employees.
4. Development of mentoring programme.
5. Attractive remuneration package for staff handling additional projects. To compensate on workload.
6. Empowering state chapter. Sorting out governance issues. Response should have been decentralised during emergency response. Not all state chapters activated.
7. Intergrated system across department on funding, expenditure, tracking of balance fund, closing and reporting.

### ***Any additional inputs for the development of the department and the whole organization?***

1. Under department development, COVID-19 emergencies pave the way for expansion of mhpps services in mercy malaysia.
2. We need to promote our work and put emphasize on transparency and accountability, where we should continue to strive for it and have the public hold us accountable.

***Thank you for your valuable inputs.***

## **Masniza Mustaffa**

Health Coordinator, Health Unit

### ***What was considered as the biggest achievement delivered by Health Unit for the year 2020?***

#### **On programmes and projects:**

I considered the unexpected arrival of COVID-19 pandemic response was the biggest achievement for Health Unit (HU). The needs to response was huge and it was like nothing before. HU was forced into overdrive and we shifted from 0 to hero in mere seconds! New ways of responding were demanded upon us and surely, we delivered! With the help of various departments, mainly Logistics (LSS) and Procurement Unit, HU was able to match the demand with the supplies and pushed them out in timely manner.

#### **On work system:**

No more working in silos! HU team members multitasked and teamed up with other personnel and departments to make sure we deliver what was needed on the ground. We conducted rt-PCR swabbing activities, learned how to put on the 9 items PPE correctly and take them off in correct order, and established a MHPSS hotline in tandem with the Ministry of Health.

### ***What was the biggest challenge that Health Unit had to face in 2020?***

We were small to begin with, with only a three-member unit and yet we pushed through and worked around the clock. Some of us were stuck in front of our laptops for hours attending meetings after meetings, and some spend some serious nights at the warehouse! It was an adjustment to all of us.

The change of leadership at midyear was also a challenge and changed the way we worked from then on.

### ***What was the biggest opportunity that 2020 brings to Health Unit, and how Health Unit responded to that opportunity with regards to its programs and projects deliveries, growth and development?***

I must say, the unit's expansion in terms of its personnel and responsibilities was the silver lining of 2020. Not only with a new leadership role (both in programming and clinics), we also expanded our MHPSS team of which we welcomed with open heart and arms. Lots of opportunities and room to learn with these new additions. Our programs are more holistic and with emphasis not only on physical health but also mental health.

### ***What are the areas that require substantial improvement within Health Unit?***

Definitely training! Both local and international. COVID-19 has forced us to just focus inward (locally) and foregoing the international agendas. We need to re-orientate ourselves with the current global health issues, guidelines, and protocols.

## ***What are your recommendations for improvement for:***

### **Health Unit:**

More room to grow. To be in charge of the holistic MERCY Malaysia's programming at both national and international levels.

### **HRAS:**

To have a recognition/appreciation events towards personnel/ departments/ units that have done well above expectations during this tough year of 2020.

### **MERCY Malaysia:**

We can do better! Don't be too rigid/ heavy with bureaucracies that will cause us to miss out on opportunities come knocking at our doors.

***Thank you for your valuable inputs.***



## **Mohd Radzi Redzuan**

Senior Logistics Officer, Logistics, Safety & Security (LSS)

### ***What was considered as the biggest achievement delivered by LSS for the year 2020?***

#### **On programmes and projects:**

Implementing the COVID-19 operations in terms of the planning, creating the supply chains strategy, processes and SOPs to meet the objective of the MM logistics operations to a high level.

#### **On work system:**

Strengthen SOPs and processes in terms of:

##### **a. Documentation and paperwork;**

- Stock requisition form
- Delivery letter/ donation letter
- Assessment form (food pack, hygiene kit, PPE, medical equipment)
- Inventory (stock control, stock report, stock reconciliation)
- Movement letter, packing list, invoice, delivery order)

##### **b. Warehouse management system;**

- Creating inventory master
- Sectoral of stock (COVID-19 inventory, general stock, assets etc)
- Location sectorial (receiving area, packing area, in-bound & out-bound stocks, temporary storages, permanent storage, medical area and program area)
- Stock online requisition (google form, formal email)
- Warehouse procedure cycle, infographic, graf
- 5S Lean Implementation
- Safety and security enforcement (logbook, MySejahtera, official email request, early notification, heavy duty lock and security guard)

##### **c. Manpower and volunteers;**

- Competence logisticians (staff and volunteers)
- General workers
- Staff assistants

##### **d. Fleet management;**

- Fleet request (transport requisition form -TRF)
- Online booking system – Google Form, official email)
- Analysis fleet usage
- Logistics movement log sheet
- Regularly on-time maintenance service

### ***What was the biggest challenge that LSS had to face in 2020?***

- Global and national supply chain disruption due to COVID-19
- Early phase of MCO 1.0 - communication breakdown between vendors, suppliers and LLS
- Remote working also posed coordination challenges



### ***What was the biggest opportunity that 2020 brings to LSS, and how did LSS responded to that opportunity with regards to its programs and projects deliveries, growth and development?***

LSS was entrusted to lead as logistics frontliner for the COVID-19 emergency response. The trust given by senior management to run the COVID-19 operations is the turning point for LSS to fully exercise its expertise and competency in handling and delivering outputs within the context of a very unique crisis. The pandemic has also allowed LSS to learn and improve quickly in meeting the high demands from the overall operation.

In meeting the much needed efficiency in communicating data and information, LSS has learned quickly in setting-up and using effective data management system - this is important not only in tracking items and deliveries, but to help ensure transparency and accountability in logistics management, spending of fund, delivery of aid items, as well as for reporting.

### ***What are the areas that require substantial improvement within LSS?***

1. Inventory management needs improvement since we are still using manual info and date key-in system.
2. To practice paperless documentation for daily operating (Google Form, online request, etc)
3. Personnel improvement capacity (trainings, learning, knowledge management)
4. Strengthen processes and procedures - enforce LSS guidelines within the organization.

***Thank you for your valuable inputs.***



## **Shah Fiesal Hussain**

Regional Director, Myanmar, Bangladesh & Philippines Country Office

## **Yao Rachel**

Senior Project Officer, Myanmar

### ***What was considered as the biggest achievement delivered by the Myanmar and Regional Office for the year 2020?***

#### **On programmes and projects:**

Ability to continue operations mostly with minimal disruption (only real disruption came from Gov regulations) while the team overall stayed safe and healthy.

#### **On work system:**

Success in grooming local team to take on more responsibility especially when HQ personnel are not in country.

### ***What was the biggest challenge that the Myanmar and Regional Office had to face in 2020?***

Continuing regular health care services safely in a pandemic. We were careful to draft a plan early as to how to continue operations whilst treating suspected and COVID-19 positive patients and that had made it possible for us to still continue when it happened.

A sudden spike in cases in Myanmar also caused us to be unable to operate in the camps for roughly a month, but the prior planning helped us be able to continue to provide lifesaving health services for the community at the Thet Kel Pyin Sub Center.

Besides that the Myanmar health system as a whole was also a big challenge, as their testing capacity was extremely limited. This meant that many cases went underreported, and we struggled with trying to get the real picture of the severity of the pandemic in country.

### ***What was the biggest opportunity that 2020 brings to Myanmar and Regional Office, and how did the Office responded to that opportunity with regards to its programs and projects deliveries, growth and development?***

Our existing presence and success of our programs enabled us to tap into specific COVID-19 funding from MHF and EU/WHO, which we applied for and received (EU/WHO funding pending).

### ***What are the areas that require substantial improvement within Myanmar and Regional Office?***

As more institutional funding has come in, more regulatory oversight has also come in. We will need more manpower to also manage some of the requirements now in place.

***Thank you for your valuable inputs.***



## **Normaliza Mohd Nasir**

### **Hajar Marnisya Zulkifly**

Monitoring & Evaluation Officer, Strategic Management Unit

#### ***What are some best practices that your recommend for MERCY Malaysia in improving the organization's overall service delivery quality, effectiveness and efficiency, and working environment?***

1. Conduct morning briefing, debriefing, weekly meeting and monthly meeting in the most effective and disciplined way.
2. Constant follow up with, and consistent monitoring by project team leader, Head of Departments and General Manager.
3. Simple processes and tools used for donor management, procurement and logistics management, and service deliveries.
4. Systematic filing and smart documentation for future verification and update to donors.
5. Improved coordination mechanism and communication flow.
6. To have clear objectives/what do we want to achieve by having critical thinking and incubation period in planning and designing programs and projects.
7. Maintain good and trustworthy partnerships with strategic and reliable parties. This include partnerships with government and international departments and agencies, donors, private sector, academic and science community, local communities/local leaders, suppliers and others.
8. Effective, integrated, and ideally fully automated project tracker.
9. Project process flow improvement through simple, straight to the point and user-friendly mechanism.

#### **Current challenges:**

1. Punctuality and time keeping – staff should be on time
2. To avoid last minute planning
3. To document feedback received from volunteers – to have a well kept logbook
4. To document communication received via WhatsApp and other instant messaging channels
5. To always avoid miscommunication which may led to ill-informed decision, and tensions between staff members, volunteers and stakeholders. This also include avoiding miscommunication at management and leadership level which leads to staff to be receiving different instructions that causes confusion and frustrations
7. Gaps in procurement processes and system
8. No coordination at the state and national level especially at the beginning of COVID-19
9. Data verification remains a challenge but can be improved
10. Leadership on overall system (e.g. no Head of Mission at MCOH)

#### ***Thank you for your valuable inputs.***

\*The above inputs are summary from consultations and discussion with few members of staff at HQ and MCOH.

