

**Government of Malaysia**



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Resilient nations.*

**United Nations Development Programme**

**Study to Identify Strategies and programmes to Eradicate Poverty and Improve  
Employment and Equity Restructuring in Sabah and Sarawak**

**PROJECT DOCUMENT**

The Project is aimed at assisting the Economic Planning Unit (EPU) of the Prime Ministers Department, and State Economic Planning Units of Sabah and Sarawak to identify the main factors that will support poverty and equity restructuring efforts in Sabah and Sarawak. These results of the study will be used as inputs for identifying and formulating strategies and programmes for incorporation in the Ninth Malaysia Plan, 2006-2010.

This project will help identify the causes of poverty and economic inequality among Bumiputera. The project's main output will be to identify existing constraints and factors that will support poverty, employment and equity restructuring efforts.

Based on the project's outputs, focused and targeted strategies and programmes to promote sustained reduction in poverty and effective economic restructuring among Bumiputera in Sabah and Sarawak will be developed.

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## Part I a. Situation Analysis

Malaysia's "success" as a developing economy has been well documented by a number of observers (World Bank 1993; Chowdhury and Islam 1996; IMF 1997; Torii 1997). The recently published Government of Malaysia/UNDP report entitled "Malaysia, Achieving the Millennium Development Goals" comprehensively documents the nations' achievements in a number of socioeconomic spheres, particularly in poverty reduction. Malaysia has succeeded in reducing the incidence of poverty from 49.3 percent in 1970 to 5.1 percent in 2002.

Malaysia has been successful for three related reasons. Firstly, it is the only one of the dynamic economies of East Asia that is substantially multi-ethnic in social composition. Secondly, it is one of the few societies to have integrated commitments to poverty reduction and redistribution in its development strategies. Thirdly, is direct Government intervention under the twenty-year New Economic Policy (NEP), which was launched in 1971, the ten-year National Development Policy (NDP), which covered the period 1991-2000, and the ten-year National Vision Policy (NVP) starting 2001.

The New Economic Policy (NEP), 1970-1990, was designed to give effect to the special rights and privileges of the Bumiputera by initiating a variety of affirmative policies designed to offset Bumiputera's historical disadvantage in relation to the non-Bumiputera (Abdul Rahman Embong 1996; Ishak Shari 1995; Malaysia 1984; Mehmet 1988; Snodgrass 1980). Under the NEP, the Malaysian Government has established a 20-year time frame to reduce absolute poverty aimed also at eventually eradicating it, and restructuring society to equalize economic opportunity for all Malaysian by eliminating the identification of economic function with race. Poverty eradication and economic restructuring remains the prerequisites to create a united and equitable society.

The policies following the NEP, the NDP and NVP are more committed to growth, eradicating hard-core poverty, raising incomes and deregulation. All these policies are based on development by "amanah" or trusteeship to achieve the two principal objectives of poverty eradication and socio-economic restructuring.

The NEP and NDP objectives of reducing the incidence of poverty have been very successful and there has been a marked reduction in the incidence of poverty among the Bumiputera and an increase in overall Bumiputera participation in commerce and industry, and ownership of corporate wealth. Bumiputera share of corporate ownership increased from 2.4 percent in 1970 to 19.3 percent in 1990. In comparison, the non-Bumiputera share had increased from 32.2 percent to 41.1 per cent. Bumiputera ownership was only 18.9% in 2000 and the target remains the focus of restructuring efforts under the Third Outline Perspective Plan (2001-2010). Although the target of 30 percent was not achieved, there was a marked increase (average annual growth rate of 11.5%) in individual and Bumiputera institutions' share of corporate wealth during the 20-year NEP period.

Although the NEP and the NDP eras have ended, very little is known about the effect of these social engineering policies on the Bumiputera Communities in Sabah and Sarawak. Part of the problem lies with the tendency of policy makers to classify Bumiputera as homogenous resulting in government policies that are largely neutral rather than targeted. However, the programmes did not have the same impact on all Bumiputera groups irrespective of their ethnic background. This effect is most evident in official

statistics where the economically disadvantaged Bumiputera Communities are classified as Bumiputera together with the more economically-advanced Malays. The Bumiputera Communities are largely invisible in official documents and statistics. Owing to this classification, definitional "errors" and "invisibility", the achievements of the Bumiputera Communities are either over or understated.

Research on the achievements of Bumiputera Communities is useful for the following reasons. First, a study on Bumiputera Communities enables researchers to identify the success and failure of existing policies on the Bumiputera Communities. Second, a study on the Bumiputera Communities achievements within the context of national development is also timely because the NEP era ended in 1990 suggesting that a critical analysis of its effect on the Bumiputera Communities is long overdue. Third, a recently completed survey of nine minority groups in Sabah and Sarawak found that the incidence of poverty among the poorest group to be at 70 per cent. Past Government's policies aimed at eradicating poverty and restructuring employment and equity have produced limited impact on the Bumiputera Communities. Clearly, there is a need for a study aimed at identifying the main reasons for the limited success of existing government policies that will enable strategies and programmes to eradicate poverty and restructure employment and equity among the Bumiputera Communities to be formulated.

This is also consistent with the Eighth Malaysia Plan the Government which announced the move to introduce "specific measures" to assist Bumiputera Communities in Sabah and Sarawak to improve their ownership and control of the corporate sector. The Eighth Malaysia Plan (2000) outlined the following:

"In this respect, special attention will be given to increase equity ownership among Bumiputera in Sabah and Sarawak such as the Kadazandusun, Iban, Bajau, Murut, Bidayuh, Melanau and other Bumiputera Communities. The restructuring efforts will be carried out within the context of a rapidly growing economy with increasing opportunities for all Malaysians and without resorting to micro-restructuring of existing ventures. The implementation of the related programmes will also be guided by the need to achieve a more equitable participation of the various ethnic groups in the economy."

Consistent with the need to evaluate the progress made in both eradicating poverty and restructuring society, the Project will focus on initiatives to eradicate poverty in Sabah and Sarawak and to increase the participation of Bumiputera Communities in the modern industrial and commercial sectors.

In this project, a contextual definition will be adopted to define the Bumiputera Communities of Sabah and Sarawak. In Sabah, the Bumiputera Communities will include the: Kadazandusun, Bajau, Murut, Bisaya, Tidong, Idahan, Kedayan, Orang Sungei, Pulau Kokos, Rungus and Sulu/Suluk. The Bumiputera Communities of Sarawak will include the Iban, Bidayuh, Melanau, Bisaya, Bukitan, Kadayan, Kajang, Kayan, Kelabit, Kenyah, Lun Bawang, and Penan.

## **Part I b. Strategy**

As Malaysia enters into the Ninth Malaysia Plan and into the National Vision Planning (NVP) era, there is need to take stock of the results of strategies aimed at eradicating poverty and restructuring society, particularly among the remaining poor as poverty persists among the Bumiputera Communities in Sabah and Sarawak. Identifying the success or lack of success of the policies and programmes aimed at assisting these communities will provide useful inputs for the Ninth Malaysia Plan and beyond.

The study will also assist policy makers and implementing agencies to design new and effective poverty eradication and economic restructuring programmes that will address the specific needs of communities and groups including women, children, among others that are less accessible and amenable to conventional poverty reducing and economic restructuring programmes. Targeted and participatory approaches will need to be identified, including a special focus on the Bumiputera Communities in Sabah and Sarawak.

Improving Government machinery to deliver, implement and monitor specific programmes to meet the special needs of Bumiputera Communities will constitute an important component of the project, and will be undertaken with the active support and participation of UNDP. There will also be provision to learn from the best practices of other countries. The project will commence in August 2005 for 12 months.

Four areas have been targeted for specific focus as intended outputs:

- A. Identifying the main factors causing the success and failure of poverty and employment and equity restructuring strategies and programmes for the Bumiputera Communities in Sabah and Sarawak;
- B. Determining the causes of poverty and economic inequality among Bumiputera Communities with other communities;
- C. Identifying and recommending strategies and programmes that are innovative and cost effective to promote sustained reduction in the incidence of poverty and inequality, and speed up the implementation of employment and equity restructuring initiatives that will benefit Bumiputera Communities in Sabah and Sarawak; and
- D. Recommending improvements to Government mechanisms to deliver, implement and monitor strategies and programmes to reduce poverty and inequality among Bumiputera Communities

The strategies and programmes proposed for this project will provide the Government with relevant inputs and capacity to address the remaining challenges in poverty eradication and economic restructuring by mainstreaming the Bumiputera Communities in Sabah and Sarawak in the Ninth Malaysia Plan. This will be done through:

A. Identifying the main factors causing the success and failure of poverty and employment and equity restructuring strategies and programmes for the Bumiputera Communities in Sabah and Sarawak

Project activities will be devoted to critically appraising relevant data and information that will contribute towards building a comprehensive profile of the Bumiputera Communities in the two states, in particular focused on the poor, hardcore poor and specific groupings including women and children. These profiles are aimed at identifying the main factors underlying the success and failure of programmes initiated thus far. Apart from literature search and document reviews of existing literature, official documents and secondary sources of data, including unpublished statistics, the study will collect primary data to supplement data gaps.

Expected Output

- Profiles of the poor and hardcore poor in Sabah and Sarawak;
- Analysis of the various dimensions of income and human poverty in Sabah and Sarawak and develop tools to map them;
- Analysis of Bumiputera Communities employment and participation in the commercial and industrial sectors
- Database of programmes that have been implemented to reduce poverty and promote employment and equity restructuring among Bumiputera Communities in Sabah and Sarawak

B. Determining the causes of poverty and economic inequality among Bumiputera Communities with other communities

Having constructed comprehensive profiles of the poor and hardcore poor, the study will identify the determinants of poverty and inequality among the Bumiputera Communities. The methodology will include undertaking quantitative (statistical analysis, econometric modelling) and qualitative (tapping on 'voices' of Bumiputera Communities through participatory poverty assessments and focus groups discussions and interviews) evaluation of statistics and qualitative information to identify causes and consequences of persistent poverty. This project will focus not only on income poverty but also human poverty. The research will examine various aspects of human poverty including access to facilities (such as, education, health), basic infrastructure (such as water and electricity) and land ownership. Activities will include organizing two stakeholder policy dialogues, one each in Sabah and Sarawak aimed at discussing causes of poverty and examining why existing programmes have not achieved the desired impact and to design more effective programmes in the future; focus groups consultations with various groups that represent specific minority groups; academic discussions on the results of the analysis on causes.

### Expected Output

- A report on the causes of poverty including human poverty and economic inequality and the reasons for success or failure of existing approaches to poverty reduction and income and employment restructuring programmes.

### C. Identifying and recommending strategies and programmes that are innovative and cost effective to promote sustained reduction in the incidence of poverty and inequality, and speed up the implementation of employment and equity restructuring initiatives that will benefit among Bumiputera Communities in Sabah and Sarawak

The project will focus on engaging various stakeholders, including the poor themselves, Federal and State governments, government trust agencies, focus groups, academia, civil society and international expertise to discuss and agree on a package of innovative and cost effective strategies aimed at promoting a sustained reduction in the incidence of poverty and inequality among Bumiputera Communities.

Active participation of the Bumiputera Communities in identifying the initiatives will be primary to the process. Such consultations, with the participation of UNDP, can be undertaken through the organization of workshops, expert roundtables and the commissioning of specific policy research.

### Expected Output

- Action Plan outlining an overall comprehensive and coordinated national approach to promoting poverty reduction and increasing economic opportunities among Bumiputera Communities that is cost effective, including special measures to meet the needs of special target groups including women and children; and
- Short report on best practices adopted by other countries to cater to the special needs of Minority communities aimed at mainstreaming them into development, reducing human poverty and expanding their participation in the modern sectors of the economy. The report will be targeted primarily to providing inputs into the final report.

### D. Recommending improvements to Government mechanisms to deliver, implement and monitor strategies and programmes to reduce poverty and inequality among Bumiputera Communities

Project activities will focus concurrently making recommendations to the mechanisms of government agencies, both at the Federal and State levels, including government trust agencies, to implement, deliver and monitor strategies and programmes to meet the specific needs of Bumiputera Communities, including learning from the best practices of other countries and knowledge networks. Capacity will be enhanced with quantitative analysis, discussions, and workshops/training programmes to learn from the best practices of other countries.

## Expected Output

- Improvement in Government's mechanism to deliver, implement and monitor strategies and programmes aimed at meeting the specific needs of Bumiputera Communities;
- Development of a monitoring system to track progress of major strategies and programmes to reduce poverty and restructure employment and equity to ensure long term sustainability of project recommendations for all stakeholders; and
- Knowledge networks/publications to exchange information with similar centers of knowledge and share best practices



## Part II. Strategic Results Framework

Intended Outcome as stated in the Country Results Framework Improved and targeted pro-poor policies and programmes designed to eradicate poverty and reduce inequality			
Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target Outcome indicators: Targeted and participatory strategies to reduce poverty among Bumiputera Communities in Sabah and Sarawak incorporated in the Ninth Malaysia Plan Baseline: Current poverty eradication and restructuring strategies and programmes End target: Effective policies to reduce poverty and increase Bumiputera Communities participation in economic activities. Increased capacity among government agencies to formulate, implement, monitor and evaluate poverty and economic restructuring programmes for Bumiputera Communities			
Partnership Strategy The Executing Agency is the Economic Planning Unit. The Implementing Agency is the Economic Planning Unit.			
Project title: Study to Identify Strategies and Programmes to Eradicate Poverty and Improve Employment and Equity Restructuring in Sabah and Sarawak.			
Intended Outputs	Output Targets	Indicative Activities	Inputs
<p>1. Identifying the main factors causing the success and failure of poverty and employment and equity restructuring strategies and programmes for the Bumiputera Communities in Sabah and Sarawak;</p> <p>2. Determining the causes of poverty and economic inequality among Bumiputera Communities and with other communities;</p>	<p>(i) Profiles for the poor and hard-core poor in Sabah and Sarawak</p> <p>(ii) Analysis of the various dimensions of income and human poverty in Sabah and Sarawak, and Bumiputera Communities employment and participation in the commercial and industrial sectors;</p> <p>(iii) Development of a database of programmes implemented to reduce poverty and promote employment and equity restructuring; <u>Note</u>: new</p>	<p>(i) Literature and document review of existing literature, official documents and tapping secondary data sources</p> <p>(ii) Collecting primary data to fill data gaps</p> <p>(iii) Conducting policy dialogues with stakeholders and focus groups and participatory poverty assessments, with participation from UNDP on the causes and consequences of poverty and inequality</p> <p>(iv) Organizing roundtable of experts, with UNDP support, to tap on expertise both locally and internationally</p>	<p>(i) Team of researchers as listed in Annexes 5 to 12</p> <p>(ii) Data/information from official sources (HIS, 2004 and Special Household survey, 2002 on Bumiputera Communities) Sabah and Sarawak and data collection through surveys</p> <p>(iii) Survey of Best Practices</p>

<p>3. Identifying and recommending strategies and programs that are innovative and cost effective to promote sustained reduction in the incidence of poverty and inequality, and speed up the implementation of employment and equity restructuring initiatives that will benefit Bumiputera Communities in Sabah and Sarawak;</p> <p>4. Recommending improvements to Government mechanisms to deliver, implement and monitor strategies and programmes to reduce poverty and inequality among Bumiputera Communities</p>	<p>strategies and programmes to complement existing at project conclusion</p> <p>(iv) Preliminary report on the causes of poverty and economic inequality among Bumiputera Communities and the success or failure of existing poverty reduction and economic restructuring programmes;</p> <p>(v) Short report on best practices adopted by other countries to cater to the special needs of Minority communities aimed at mainstreaming them into development especially through poverty reduction;</p> <p>(vi) Action plan to outline overall comprehensive and coordinated strategies and programmes to promote poverty reduction and increase economic opportunities for Bumiputera Communities; including special strategies and programmes to meet the needs of women and children;</p>	<p>(v) Evaluate social and economic factors utilizing quantitative (statistics and econometric methodology); and qualitative analysis of data and information ("Voices" of Bumiputera Communities through participatory poverty assessments, discussions, consultations, etc.)</p> <p>(vi) Training by experts from countries with best practices that can assist in the formulation of strategies and programmes, in consultation with UNDP</p> <p>(vii) Contract researchers for specific studies including the best practices study, build the database of strategies and programmes and monitoring system and website</p> <p>(viii) Organize a national policy dialogue to disseminate conclusions and recommendations of the Study and publish a short report on main findings</p>	
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	<p>(vii) Action Plan to accelerate the implementation of employment and equity restructuring, including special measures to meet the needs of women;</p> <p>(viii) Development of a monitoring system to track progress of policies to reduce poverty and restructure employment and equity</p> <p>(ix) Development of knowledge networks/publications to exchange information and ensure ongoing dialogue with other centres of knowledge and share best practices, subject to government approval</p> <p>(x) Publication of a short report, in collaboration with UNDP on the main findings of the study, subject to government approval</p>		
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### **Part III. Management Arrangements**

The Project will be executed by the Economic Planning Unit (EPU) as per UNDP policy on national execution. The executing agency will be responsible for accomplishing the project outputs. The executing agency will coordinate the work of the project team.

The Implementing Agency, EPU, will identify the needed technical backstopping in the form of training and mentoring. UNDP will supplement the implementing agency's capacity with international experts and other links so that they could carry out the activities assigned to them. INTAN (National Institute of Public Administration) will be consulted for the use of its training facilities.

The National Steering Committee (NSC) will be chaired by EPU. Other members of the Steering Committee are representatives of other partners for the project (see Annex 1 for NSC TOR). The Steering Committee will approve the project work plan and review, on a quarterly basis, the progress of the project.

A project coordinator (PC) will be recruited to manage the project (see Annex 4 for PC TOR). (S)He will report directly to the Chief Technical Adviser (CTA) which will provide the needed technical and administrative support. The project components will be assigned appropriate partners from the NSC. Experts will also be recruited to ensure the smooth implementation of the project.

Using the approved project document and work plan as guide, the NSC will assess if the activities were implemented on time and at reasonable costs, and analyze the facilitating and constraining factors in order to improve project performance. It will also look into whether or not the expected outputs and results are likely to be achieved, and implement measures to ensure project success.

At the end of the project, a project summation meeting will be convened to summarize outputs and results, surface lessons and to define future strategies and actions.

The stakeholders in the NSC will do the following:

#### IMPLEMENTING AGENCY

- Managing the resources allocated to the project to achieve the expected results and planning financial disbursements, in accordance with the work plan, and the project document;
- Maintaining an up-to-date accounting system that contains records and controls to ensure the accuracy and reliability of financial information and reporting;
- Recording the receipt and disbursement of UNDP funds and verifying that disbursements do not exceed the available funds or the amount allocated to each approved budgetary category;
- Reports to be submitted to the executing agency and UNDP every quarter.

Further details on requirements and procedures on the management of funds relating to National Execution are attached as an **Annex**.

### UNDP

- The UNDP resident representative ensures that the UNDP country office has an internal control system that allows it to monitor effectively the financial activity of the project and to support and monitor the progress towards achieving results.
- UNDP may assist with direct payments to other parties for goods and services provided to the project. In this connection the government executing/implementing agency will forward to the UNDP a standard form "Request for direct payment", duly completed and signed. The standard form is attached in the **Annex**.
- In addition, UNDP may provide the following services (as per the letter of agreement between Government and UNDP):
  - (a) Identification and recruitment of project personnel;
  - (b) Identification of training activities and assistance in carrying them out; and
  - (c) Procurement of goods and services.

Since UNDP will meet the costs of normal administrative support to the project, costs will be debited to the project.

- UNDP will submit to the Government executing/implementing agency on a quarterly basis the Combined Delivery Report (CDR) which records all disbursements made under the project, for verification and certification. The CDR should be returned to the UNDP office within 30 days of receipt.

## **Part IV. Legal Context**

This project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document. The Supplemental Provisions to the Project Document is a standard annex to project documents that is used in countries which are not parties to the Standard Basic Assistance Agreement (SBAA). The Supplemental Provisions outlines the specific basic conditions under which UNDP assists the Government in carrying its development programmes. It specifies the UNDP privileges and immunities, the forms of assistance, the management arrangements, the role of the Government and the executing agency, resources, costs and general provisions. The host country-implementing agency shall for the purpose of the Supplemental Provisions to the Project Document, refer to the Government Cooperating agency described in the Supplemental Provisions.

All activities stipulated in the Project Document shall be implemented accordingly. However, should there be a need to make changes/modifications to any of the agreed activities; all signatories of the Project Document must concur, before such changes are made.

The following types of revisions may be made to this project document with the signature of the UNDP principal project representative and the Government of Malaysia, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

1. Revisions in, or addition of, any of the annexes of the project document [with the exception of the Standard Legal Text for non-SBAA countries which may not be altered and the agreement to which is a pre-condition for UNDP assistance].
2. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
3. Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or to take into account agency expenditure flexibility."

### **Audit Requirements**

As with all nationally executed projects, the project must be audited periodically. The objective of the audit is to provide the UNDP Administrator with the assurances that UNDP resources are being managed in accordance with:

- a) The financial regulations, rules, practices and procedures prescribed for the project:
- b) The project document and work plans, including activities, management and the project implementation arrangements, monitoring, evaluation, and reporting provisions
- c) The requirements for execution in the areas of management, administration and finance.

While the Government is responsible for ensuring that the audit requirements are met, the project may also be subject to audit by the auditors of UNDP, and UNDP shall have right of access to the relevant records.

UNDP will assist the Government Auditors, subject to written request, to provide the relevant vouchers on direct payment and other documents related to cash advances, provided always that these specific documents are not available from the implementing agency. The final Combined Delivery Report (CDR) will be provided by UNDP by 15 March of each year.

The Government must ensure that the audit is performed in accordance with the generally accepted standards and ensure that the audit report is duly reviewed and will reach UNDP Headquarters via the UNDP Malaysia office by 30 April of each year.

### **Confidentiality**

The Parties shall undertake that neither Party shall disclose or distribute any confidential information, documents or data received or supplied to the other Party in the course of the implementation of this Project Document and any other agreements made pursuant to this Project Document, to any third party except to the extent as authorized in writing to do so by the other Party.

Both the Parties agree that the provisions of this Article shall continue to be binding between the Parties notwithstanding the expiry or termination of this Project Document.

### **Suspension**

Each Party reserves the right for reasons of national security, national interest, public order or public health to suspend temporarily, either in whole or in part, the implementation of this Project Document which suspension shall take effect immediately after notification has been given to the other Party in writing.

### **Revision, Modification and Amendment**

Any Party may request in writing a revision, modification or amendment of all or any part of this Project Document. Any revision, modification or amendment agreed to by the Parties shall be reduced into writing and shall form part of this Project Document. Such revision, modification or amendment shall come into force on such date as may be determined by the Parties. Any revision, modification or amendment shall not prejudice the rights and obligations arising from or based on this a Project Document prior or up to the date of such revision, modification or amendment.

### **Arbitration**

Any dispute, which cannot be resolved amicably, shall be settled by arbitration in accordance with the Arbitration Act 1952 [Act 93] and the rules of arbitration as adopted by the Regional Centre for Arbitration at Kuala Lumpur.

The number of arbitrators shall be three (3), with one (1) arbitrator to be appointed by UNDP and one (1) arbitrator by the Government and the third to be agreed between the two (2) nominated arbitrators. If the two (2) arbitrators fails to agree on the person to be nominated, on the application of either Party hereto the same shall be appointed by the Director of the Regional Centre of Arbitration in Kuala Lumpur.

Any such reference to arbitration shall be deemed to be a submission to arbitration within the meaning of the Arbitration Act 1952.

The decision of the panel of arbitrators shall be final and binding on both Parties. The arbitrator shall have the power to order specific performance of any obligation under this Project Document.

### **Entry into Force, Duration and Termination**

This Project Document shall enter into force on the Starting Date and shall remain in force until the Completion Date unless on of the Parties notify the other Party of its intention to terminate this Project Document by a notice in writing, at least six (6) months prior to the date of the intended termination.

The termination of the Project Document shall not affect the implementation of on going activities/programmes which have been agreed upon prior to the date of the termination of this Project Document.

### **Protection of Intellectual Property Rights**

The protection of intellectual property rights shall be enforced in conformity with the national laws and regulations of Malaysia and with other international agreements signed by the Parties.

The use of the name, logo and/or official emblem of any of the Parties on any publication, document and/or paper is prohibited without the prior written approval of Party concerned.

Notwithstanding anything in paragraph 1 above, the intellectual property rights in respect of any technological development, products and services development, carried out:

1. Jointly by the Parties or the research results obtained through the joint effort of the Parties, shall be owned by the Parties in accordance with the terms to be mutually agreed upon; or
2. Solely and separately by the Party or the research results obtained through the sole and separate effort of the Party, shall be solely owned by the Party concerned.



## ANNEXES

The following are attached as annexes:

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ANNEX 2	TOR for Technical Working Committee (TWC)
ANNEX 3	TOR for Chief Technical Adviser (CTA)
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ANNEX 5	TOR for Researcher 1 – Statistics, Entrepreneurship and Poverty
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**TERMS OF REFERENCE  
National Steering Committee (NSC)**

### **1. Background of the Project**

The study identifies the strategies to eradicate poverty and improve employment and equity restructuring in Sabah and Sarawak. The main objectives of the study are as follows:

- a. to analyze the main factors causing limited success of poverty and equity restructuring efforts on the Bumiputera Communities in Sabah and Sarawak;
- b. formulate and recommend policy directions, and sound strategies and programmes that are innovative and cost effective to promote sustained reduction in the incidence of poverty and inequality, and expand opportunities for Bumiputera Communities ; and
- c. to identify strategic measures to speed up the implementation of employment and equity restructuring among Bumiputera Communities in Sabah and Sarawak.

The output of this project is to formulate effective policies to alleviate poverty among Bumiputera Communities and increase their participation in economic activities and increase capacity among relevant government agencies to formulate, implement, monitor and evaluate poverty and economic restructuring programmes for Bumiputera Communities in Sabah and Sarawak.

### **2. Requirements**

The National Steering Committee (NSC) will monitor the conduct of the project and provide guidance and direction to the project team at the strategic level. The NSC will be established with the following composition and will meet at least twice a year and as and when the need arises.

EPU will chair the Committee. The secretariat services will be provided by the implementing agency. The committee members include the UNDP Resident Representative, relevant Government agencies and cooperating organizations/institutions, which have a direct bearing on the successful implementation of the project.

### **3. Duties and Responsibilities**

NSC shall be responsible for the following functions:

- Setting policies defining the functions and responsibilities;
- Facilitating the coordination and implementation of project activities across institutions;
- Reviewing the project activities, and their adherence to the work plan set forth in the project document and approve any modifications/revisions as may be necessary;
- Reviewing and approving on each year's proposed work plan and budget;
- Approving major project deliverables;
- Making decisions on the issues brought to its notice by UNDP and other cooperating institutions, and advise regarding efficient and timely execution of the project;
- Reviewing issues raised and agreeing to action plans for their resolutions;
- Appointing sub-committees to carry out specific tasks; and,
- Initiating remedial action to remove impediments in the progress of the project activities that were not envisaged earlier.
- Monitoring the continued applicability of project benefits; and,
- Approving requests for changes (e.g. scope changes, schedule alterations, personnel).

### **4. Membership**

The Committee will comprise main stakeholders as follows:

- Economic Planning Unit (EPU) of the Prime Minister's Department;
- ICU – Implementation Coordination Unit
- Ministry of Housing and Local Government
- Ministry of Rural and Regional Development
- Ministry of Agriculture and Agro-based Industry
- Department of Statistics, Malaysia
- Sabah State Economic Planning Unit
- Sarawak State Economic Planning Unit
- Ministry of Rural Development Sabah
- Ministry of Rural Development Sarawak
- UNDP

**Annex 2**

**TERMS OF REFERENCE  
Technical Working Committee (TWC)**

A national level Technical Working Committee (TWC) will be established to assist the National Steering Committee (NSC) in monitoring and controlling the technical implementation of the project and the activities. The TWC will act as the technical advisors to the NSC, and ensure that the project work will link into State and Federal planning processes.

The tentative members of the TWC are as follows. This will be confirmed in the first National Steering Committee meeting.

Economic Planning Unit (EPU) (Chair)	Sarawak State EPU
Universiti Kebangsaan Malaysia	Ministry of Rural Development Sabah
UNDP	Ministry of Rural Development Sarawak
ICU – Implementation Coordination Unit	Civil Society/Business Associations in Sabah and Sarawak (TBD)
Department of Statistics, Malaysia	
Sabah State EPU	

Responsibilities of the TWC include:

1. Reporting to the NSC on the technical progress of the Project and research activities in the project area;
2. Advising the NSC on the technical aspects of the implementation of the project;
3. Reviewing and reconciling all relevant technical reports and information produced by the project; and
4. Ensuring that the research remains relevant to State and National planning processes.

**Terms of Reference  
Chief Technical Adviser (CTA)**

The Chief Technical Adviser will have the following Terms of Reference:

1. Work with the Project Coordinator on substantive and technical issues that will contribute to managing and coordinating the implementation and monitoring of project, and ensure that all researchers fulfill their responsibilities
2. Planning, leading and coordinating overall research activities (data collection and analysis, report writing, developing database and knowledge networks)
3. Lead the Research Team to undertake consultations with selected Bumiputera Communities, government institutions, non-governmental organizations and political representatives to gather their views on concepts of poverty and inequality; causes and indicators of poverty; strategies to alleviate poverty, and equity and employment) restructuring; impact of poverty alleviation and equity and employment restructuring programmes on Bumiputera Communities in Sabah and Sarawak
4. Nomination and selection of local and external experts, and members of focus groups
5. Participation in National and State poverty reduction and economic restructuring dialogues
6. Ensuring the effective dissemination of research results to policy-makers at various levels of Government and civil society
7. Planning the development of knowledge networks/publications to exchange information and ensure ongoing dialogue with other centers of knowledge and share best practices

**Duration: 12 months**

Reports to: National Project Director, EPU

**Qualifications:**

1. Ph.D Degree or equivalent in Economics or related disciplines (Development Economics, Development Studies, South-east Asian Studies, Development Sociology)
2. Knowledge and extensive research experience in the analysis of poverty, socialization, rural development, and socio-economic development issues of Bumiputera Communities in Sabah and Sarawak

**Qualifications (Cont'd):**

3. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia;
4. Some experience participating in policy dialogues with Federal and State Governments
5. Knowledge of one or more Sabah and Sarawak languages will be an added advantage
6. Basic computer skills (word processing and statistical data analysis)
7. Ability to work independently with strong sense of initiative, discipline and self-motivation.
8. Preferably having experience of working in multi-cultural and interdisciplinary teams. Experience of liaising with Government organizations, civil society, private sectors and local communities

**Annex 4**

**Terms of Reference  
Project Coordinator (PC)**

The Project Coordinator will be primarily focused on the administrative, financial and operational aspects of the project. The PC's role is also to manage and coordinate the implementation of various project activities in ensuring quality and timeliness of activities and delivery of outputs. S/he will assist the CTA in managing a team of consultants/researchers/research assistants in carrying out their respective tasks in the project.

The specific tasks of the Project Coordinator are:

- A. *Project implementation planning and reporting:*
  - a. Lead the implementation planning workshop and draft the project work plan and budget
  - b. Present the work and financial plan to the National Steering Committee for approval, and thereafter proceed with implementation
  - c. Prepare brief quarterly progress report to be submitted to the Chief Technical Adviser/ EPU and the National Steering Committee
  - d. Update work and financial plan at end of each quarter and present at quarterly PSC meetings
  - e. Prepare two output-outcome oriented reports of progress on the 6<sup>th</sup> and 12<sup>th</sup> month of implementation.
  - f. Prepare outcome- and output-oriented end-of project report.
  
- B. *Project implementation and monitoring*
  - a. Manage the recruitment of consultants/researchers and experts and monitor/supervise their work
  - b. Draft TOR for experts in consultation with Senior officers of EPU and UNDP
  - c. Manage the contracting of activities/outputs to implementing agencies and independent suppliers and ensure quality and timeliness of outputs
  - d. Provide advice and technical inputs to various project participants/partners.
  
- C. *Project sustainability and institutionalization of results*
  - a. Develop a plan for sustaining and institutionalizing results
  - b. Assist EPU and other partners in advocating the plan.
  
- D. *Others*
  - a. Ensure buy-in and ownership of EPU officials and staff and of various government ministries and other stakeholders.
  - b. Represent the project in national meetings and dialogues,
  - c. Do other related tasks as may be assigned by the Chief Technical Adviser

Duration: 12 months

Reports to: Chief Technical Adviser

**Qualifications:**

1. Masters degree, or equivalent, in Development Management, Public Administration, Economics or related discipline
2. At least 5 years experience in supervisory capacity in government, academia, NGO or private sector
3. Knowledgeable in poverty/economic restructuring, monitoring and evaluation issues, popular mobilization, capacity development and change management
4. Project management experience will be an asset.



**Annex 5****Terms of Reference****Researcher 1****(Statistics, Entrepreneurship and Poverty)**

The specific tasks of the Researcher are:

1. Collect and analyze relevant data and background information on national development policies, strategies and programmes in Malaysia.
2. Undertake research and prepare report on the success (or failure) of Bumiputera Commercial and Industrial Community (BCIC) strategies, programmes in Malaysia.
3. Undertake research and prepare report on Government policies, strategies and programmes to develop Bumiputera-Minorities entrepreneurship in Sabah and Sarawak
4. Conduct and coordinate statistical analysis of development indicators (GDP, economic structure, urbanization rate, rural-urban migration) in Sabah and Sarawak.
5. Conduct and coordinate statistical and econometric *Household Income Survey Data 2004* (HIS) and *Special Household Income Survey 2002* (Bumiputera Communities) to identify characteristics of poor and hard-core poor households, and determinants of poverty in Sabah and Sarawak
6. Create a sample frame for focus group discussions – i.e. lists of well-informed persons (WIPs), such as community and religious leaders, government officials, business persons, academics, representatives from civil society and international organizations.
7. Develop a database of programmes that have been implemented to alleviate poverty and promote employment and equity restructuring.
8. Provide statistical inputs to other researchers

**Duration: 6 months**

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. Post graduate degree or equivalent in Economics or related disciplines (Quantitative Methods, Econometrics), and/or with least 5 to 10 years relevant work experience

**Qualifications (Cont'd):**

2. Computer skills (word processing and statistical data analysis) and demonstrated ability to analyze data using SPSS/ E-VIEWS/ STATA statistical and econometric computer packages.
3. Familiarity with development issues in Malaysia, particularly Sabah and Sarawak
4. Knowledge and research experience on Bumiputera (Minorities) entrepreneurship, poverty, small-scale enterprises, and economic development of Sabah and/or Sarawak
5. Some experience participating in policy dialogues with Federal and State Governments
6. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia;
7. Ability to work independently with strong sense of initiative, discipline and self-motivation.
8. Preferably having experience of working in multi-cultural and interdisciplinary teams.
9. Knowledge of one or more Sabah and Sarawak languages will be an added advantage
10. Experience of liaising with Government organizations, NGOs and local communities

## Terms of Reference

### Researcher 2 (Human Resource Development)

The specific tasks of the Researcher are:

1. Collect and analyze relevant data and background information on human resource development policies and programmes in Malaysia, focusing on Sabah and Sarawak.
2. Collect and analyze information and relevant data on population and demographic changes, labor and employment indicators, and human resource development in Malaysia, focusing on Sabah and Sarawak.
3. Undertake research and prepare a background report on Government strategies and programmes to restructure employment and develop human resource among Bumiputera Communities in Sabah and Sarawak.
4. Conduct statistical and econometric analysis of *Household Income Survey Data 2004* (HIS) and *Special Household Income Survey 2002* (Bumiputera Communities), focusing on human development indicators (education and training, employment)
5. Undertake consultations with selected Bumiputera Communities, government institutions, non-governmental organizations and political representatives to gather their views on policies, strategies and programmes related to employment, skill training, and education opportunities among Bumiputera Communities
6. Create a sample frame for focus group discussions – i.e. lists of well-informed persons (WIPs), such as community and religious leaders, government officials, business persons, academics, representatives from civil society and international organizations.
7. Provide inputs on employment restructuring, human resource development strategies and programmes in Malaysia, focusing on Sabah and Sarawak for development of a database and website

Duration: 6 months

Reports to: Chief Technical Adviser & Project Coordinator

#### Qualifications:

1. Post Graduate Degree or equivalent in Economics (Labor) or related disciplines, and/or with least 5 to 10 years relevant work experience

**Qualifications (Cont'd):**

2. Basic computer skills (word processing and statistical data analysis) and demonstrated ability to analyze data using SPSS/E-VIEWS/STATA statistical and computer packages.
3. Knowledge and research experience on human resource development, employment, manpower planning, entrepreneurship, and economic development of Sabah and/or Sarawak
4. Some experience participating in policy dialogues with Federal and State Governments
5. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia;
6. Ability to work independently with strong sense of initiative, discipline and self-motivation.
7. Preferably having experience of working in multi-cultural and interdisciplinary teams.
8. Knowledge of one or more Sabah and Sarawak languages will be an added advantage
9. Experience of liaising with Government organizations, NGOs and local communities

**Annex 7****Terms of Reference  
Researcher 3****(Gender, Children and Poverty in Sarawak)**

The specific tasks of the researcher are:

1. Collect and analyze existing data and information on gender and children related policies and programmes in Malaysia, focusing on Sarawak
2. Participate in field research to obtain relevant data and information on women- and children-related issues among Bumiputera Communities in Sarawak
3. Prepare report containing strategies and programmes to meet the needs of Bumiputera Communities women and children in Sarawak
4. Undertake research and prepare a background report on Sarawak socio-economic development trends, as well as Government policies, strategies and programmes to eradicate poverty in Sarawak
5. Create a sample frame for focus group discussions – i.e. lists of well-informed persons (WIPs), such as community and religious leaders, government officials, business persons, academics, representatives from civil society and international organizations in Sarawak
6. Undertake consultations with selected Bumiputera Communities, government institutions, non-governmental organizations and political representatives to gather their views on gender- and children-related issues, concepts of poverty and inequality; causes and indicators of poverty; strategies to alleviate poverty; and impact of poverty alleviation programmes, on Bumiputera Communities in Sarawak
7. Prepare report containing strategies and programmes to alleviate poverty for Bumiputera Communities, particularly women and children in Sarawak
8. Provide inputs on poverty eradication programmes in Sarawak for development of a database and website

Duration: 3 months

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. Postgraduate Degree or equivalent in social sciences or related disciplines, and/or with least 5 to 10 years relevant work experience
2. Basic computer skills (word processing and statistical data analysis)

**Qualifications (Cont'd):**

3. Knowledge and research experience in poverty, development planning, economic development of Sarawak, gender and children-related issues
4. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia;
5. Professional experience in policy/strategy development and advice
6. Ability to work independently with strong sense of initiative, discipline and self-motivation.
7. Preferably having experience of working in multi-cultural and interdisciplinary teams.
8. Knowledge of one or more Sarawak languages will be an added advantage
9. Experience of liaising with Government organizations, NGOs and local communities

**Annex 8****Terms of Reference  
Researcher 4****(Gender, Children and Poverty in Sabah)**

The specific tasks of the researcher are:

1. Collect and analyze existing data and information on gender and children related policies and programmes in Malaysia, focusing on Sabah
2. Participate in field research to obtain relevant data and information on women- and children-related issues among Bumiputera Communities in Sabah
3. Prepare report containing strategies and programmes to meet the needs of Bumiputera Communities women and children in Sabah
4. Undertake research and prepare a background report on Sabah socio-economic development trends, as well as Government policies, strategies and programmes to eradicate poverty in Sabah
5. Create a sample frame for focus group discussions – i.e. lists of well-informed persons (WIPs), such as community and religious leaders, government officials, business persons, academics, representatives from civil society and international organizations in Sabah
6. Undertake consultations with selected Bumiputera Communities, government institutions, non-governmental organizations and political representatives to gather their views on gender- and children-related issues, concepts of poverty and inequality; causes and indicators of poverty; strategies to alleviate poverty; and impact of poverty alleviation programmes, on Bumiputera Communities in Sabah
7. Prepare report containing strategies and programmes to alleviate poverty for Bumiputera Communities, particularly women and children in Sabah
8. Provide inputs on poverty eradication programmes in Sabah for development of a database and website

Duration: 3 months

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. Postgraduate Degree or equivalent in social sciences or related disciplines, and/or with least 5 to 10 years relevant work experience

**Qualifications (Cont'd):**

2. Basic computer skills (word processing and statistical data analysis)
3. Knowledge and research experience in poverty, development planning, economic development of Sabah, gender and children-related issues
4. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia;
5. Professional experience in policy/strategy development and advice
6. Ability to work independently with strong sense of initiative, discipline and self-motivation.
7. Preferably having experience of working in multi-cultural and interdisciplinary teams.
8. Knowledge of one or more Sabah languages will be an added advantage
9. Experience of liaising with Government organizations, NGOs and local communities



**Annex 9**

**Terms of Reference  
Researcher 5  
(Poverty In Sabah)**

The specific tasks of the researcher are:

1. Undertake research and prepare a background report on Sabah socio-economic development trends, as well as Government policies, strategies and programmes to eradicate poverty in Sabah
2. Create a sample frame for focus group discussions – i.e. lists of well-informed persons (WIPs), such as community and religious leaders, government officials, business persons, academics, representatives from civil society and international organizations in Sabah
3. Undertake consultations with selected Bumiputera Communities , government institutions, non-governmental organizations and political representatives to gather their views on concepts of poverty and inequality; causes and indicators of poverty; strategies to alleviate poverty; and impact of poverty alleviation programmes on Bumiputera Communities in Sabah
4. Prepare report containing strategies and programmes to alleviate poverty among Bumiputera Communities
8. Provide inputs on poverty eradication programmes in Sabah for development of a database and website

Duration: 4 months

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. Postgraduate Degree or equivalent in social sciences or related disciplines (Economics, Business Studies, Anthropology) and/or with least 5 to 10 years relevant work experience
2. Basic computer skills (word processing and statistical data analysis)
3. Knowledge and research experience in poverty, socio-economic development of Sabah, and Bumiputera-Minorities.
4. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia;
5. Professional experience in policy/strategy development and advice
6. Ability to work independently with strong sense of initiative, discipline and self-motivation.

**Qualifications (Cont'd):**

7. Preferably having experience of working in multi-cultural and interdisciplinary teams.
8. Knowledge of one or more Sabah and Sarawak languages will be an added advantage
9. Experience of liaising with Government organizations, NGOs and local communities

**ANNEX 10**

**Terms of Reference  
Researcher 6  
(Poverty In Sarawak)**

The specific tasks of the researcher are:

1. Undertake research and prepare a background report on Sarawak socio-economic development trends, as well as Government policies, strategies and programmes to eradicate poverty in Sarawak
2. Create a sample frame for focus group discussions – i.e. lists of well-informed persons (WIPs), such as community and religious leaders, government officials, business persons, academics, representatives from civil society and international organizations in Sarawak.
3. Undertake consultations with selected Bumiputera Communities, government institutions, non-governmental organizations and political representatives to gather their views on concepts of poverty and inequality; causes and indicators of poverty; strategies to alleviate poverty; and impact of poverty alleviation programmes on Bumiputera Communities in Sarawak
4. Prepare report containing strategies and programmes to alleviate poverty among Bumiputera Communities in Sarawak
5. Provide inputs on poverty eradication programmes in Sarawak for development of a database and website

Duration: 4 months

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. Postgraduate Degree or equivalent in social sciences or related disciplines (Economics, Business Studies, Anthropology) and/or with least 5 to 10 years relevant work experience
2. Basic computer skills (word processing and statistical data analysis)
3. Knowledge and research experience in poverty, socio-economic development of Sarawak, and Bumiputera Communities.
4. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia;
5. Professional experience in policy/strategy development and advice
6. Ability to work independently with strong sense of initiative, discipline and self-motivation.

**Qualifications (Cont'd):**

7. Preferably having experience of working in multi-cultural and interdisciplinary teams.
8. Knowledge of one or more Sarawak languages will be an added advantage
9. Experience of liaising with Government organizations, NGOs and local communities

**Annex 11**

**Terms of Reference**  
**Researcher 7**  
**(Equity Restructuring Among Bumiputera In Sabah and Sarawak)**

The specific tasks of the researcher are:

1. Undertake research and prepare a background report on Government policies, strategies and programmes to restructure equity in Sabah and Sarawak
2. Create a sample frame for focus group discussions – i.e. lists of well-informed persons (WIPs), such as community and religious leaders, government officials, business persons, academics, representatives from civil society and international organizations in Sabah and Sarawak
3. Undertake consultations with selected Bumiputera (Bumiputera Communities), government institutions, non-governmental organizations and political representatives to gather their views on equity restructuring efforts by the State Government
4. Prepare report containing strategies and programmes to restructure equity among Bumiputera (Bumiputera Communities) in Sabah and Sarawak
5. Provide inputs on equity restructuring programmes in Sabah and Sarawak for development of a database and website

**Duration: 6 months**

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. Postgraduate Degree or equivalent in social sciences or related disciplines (Economics, Development Studies, Anthropology) and/or with least 5 to 10 years relevant work experience
2. Basic computer skills (word processing and statistical data analysis)
3. Knowledge and research experience in small-scale business, resource economics, socio-economic development of Bumiputera Communities in Sabah and Sarawak
4. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia
5. Professional experience in policy/strategy development and advice
6. Ability to work independently with strong sense of initiative, discipline and self-motivation

**Qualifications (Cont'd):**

7. Preferably having experience of working in multi-cultural and interdisciplinary teams
8. Knowledge of one or more Sabah and/or Sarawak languages will be an added advantage
9. Experience of liaising with Government organizations, NGOs and local communities

**Annex 12****Terms of Reference****Researcher 8****(Best Practices To Reduce Poverty and Mainstream Bumiputera Communities)**

The specific tasks of the researcher are:

1. Undertake a study on best practices from other countries of successful policies, strategies, programmes and projects related to poverty alleviation and mainstreaming of Bumiputera Communities
2. Prepare a report on best practices of successful strategies and programmes to alleviate poverty and mainstreaming of Bumiputera Communities
3. Develop a database on best practices of successful strategies and programmes to alleviate poverty and mainstreaming of Bumiputera Communities
4. Assist other researchers to identify and formulate innovative strategies and programmes to alleviate poverty, and restructure equity and employment among Bumiputera Communities in Malaysia, based on best practices from other countries.

Duration: 2 months

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. Postgraduate Degree or equivalent in social sciences or related disciplines (Economics, Development Studies, Anthropology) and/or with least 5 to 10 years relevant work experience
2. Basic computer skills (word processing, power point, email)
3. Demonstrated ability to speak and write professionally in English and Bahasa Malaysia
4. Ability to work independently with strong sense of initiative, discipline and self-motivation

**Annex 13****Terms of Reference  
Programme Assistant***Summary of Responsibilities*

The programme assistant will provide administrative support for the successful and effective implementation of the project. The incumbent who is successful will be expected to perform a variety of duties and functions, including the following:

*Programme Support*

1. Serve as the administrator for all aspects of project implementation, research and communication;
2. Draft and follow up on correspondence;
3. Maintain database with key contacts and resources in line ministries;
4. Provide support for workshops and training programmes;
5. Assist with the preparation of presentations, project briefs, research and reports; and
6. Assist in all aspects of project management and research;

*Administrative Support*

1. Handle administrative assignments on the operational aspects of the project;
2. Liaise with UNDP Malaysia on relevant matters in Human Resources, Information Technology, Finance and Common Services;
3. Draft and transmit routine correspondence;
4. Manage information flow to meet all reporting requirements;
5. Maintain files and retrieval systems;
6. Arrange appointments, meetings and travel of the Project Coordinator; and
7. Perform other duties as required.

Duration: 12 months

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. A Bachelor's Degree in Business Administration, Economics, Mass Communications, or any equivalent degree relevant to UNDP's practice areas will be highly advantageous.
2. Experience in administrative, financial and technical field will be an added advantage; and
3. Knowledge and experience in Internet/Website research.
4. Fluent in English and Bahasa Malaysia (written and spoken);



**Qualifications (Cont'd):**

5. Excellent computer skills – Word, Power Point, E-mail. Etc; and
6. Very good drafting ability and communication skills.
7. Confidentiality and professionalism;
8. Good organizational and inter-personal skills; and
9. Multi-tasking skills and ability to work under pressure.

**Annex 14****Terms of Reference  
Research Assistants**

Six research assistants are required to assist the researchers and consultants in undertaking this project over a period of one year.

The specific tasks of the research assistant are:

1. Developing, collecting and analyzing data given by the researchers
2. Heavily involved in collecting and collating data, in particular to contact relevant agencies and institutions where data may be available, and to follow-up on such matters
3. Liaise with PC/Programme Assistant in providing full assistance and support in making all administrative and logistic arrangements, including workshops, meetings, consultant travels, accommodation etc., and any other arrangements as instructed by the Chief Technical Adviser and /or the Project Coordinator
4. Ensure smooth and successful conduct of data entry, analysis and the project as a whole
5. Assist in preparing the databases and data sets for the analysis planned and will carry out the analysis under the instructions and guidance of the project's consultants and researchers
6. Provide computer support to conduct all analysis
7. Assist in the retrieval of literature and any other material relevant to the development of the project and its estimates, and also the successful conduct of this project
8. Assist in the preparation of all reports and provide secretarial support for any word processing or preparation of graphs and other graphics required for the reports, workshops, dialogues, focus group meetings, seminars or presentations
9. Assist in any surveys that may need to be carried out to collect data for the project
10. Assist and liaise with PC/Programme Assistant in keeping and updating a basic account of all expenditures and expenses of this project and to report quarterly to UNDP
11. Carry out any other duties as directed by the Chief Technical Adviser, Project Coordinator, Researchers and Consultants, as required by the project

Duration: 12 months

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. A Bachelor's Degree in Business Administration, Economics, Mass Communications, or any equivalent degree relevant to UNDP's practice areas will be highly advantageous
2. Knowledge and experience in data collection, data analysis and Internet/Website research
3. Experience in administrative, financial and technical field will be an added advantage
4. Fluent in English, Bahasa Malaysia, Sabah and/or Sarawak languages (written and spoken)
5. Excellent computer skills – Word, Power Point, E-mail. etc
6. Good drafting ability and communication skills
7. Good organizational and inter-personal skills
8. Multi-tasking skills and ability to work under pressure

**Annex 15****Terms of Reference  
International Consultants**

International consultants are required for expert views and to conduct training and workshops that share best practices.

The specific tasks of the international consultants are:

1. Develop and design the content of the training programme for the workshop
2. Conduct lecture and facilitate at the workshops
3. Determine the relevant training materials to be distributed to participants
4. Undertake an evaluation of the workshop
5. Be involved in discussions with EPU, UNDP and the study team on the evaluation of proposed strategies and programmes
6. Prepare a status report on the project drawing on best practices and highlighting international comparisons
7. Recommend proposals for future development of the project
8. Provide substantive inputs for the development of the knowledge product on completion of the project

Duration: Not more than 30 working days

Reports to: Chief Technical Adviser & Project Coordinator

**Qualifications:**

1. A Master's Degree or equivalent in Development Economics, Development Studies or Sociology of Development or any equivalent degree relevant to UNDP's practice areas will be highly advantageous
2. Knowledge and extensive research experience in the analysis of mainstreaming indigenous communities into development, poverty, socialization, rural development, and socio-economic development issues
3. Experience as a trainer/facilitator will be an asset

## Annex 16

## PROJECT SCHEDULE

RESEARCH ACTIVITIES	2005					2006						
	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
1. Review of literature and government policies	■	■										
2. Preparation of Inception Report	■	■										
3. Submission of Inception Report		■										
4. Analysis of secondary data on Poverty (Household Survey Data, 2004; Special Household Income Survey 2002 (Bumiputera Communities)	■	■	■									
5. Interviews and focus group discussions with government officials, community leaders, NGOs, expert groups (1 <sup>st</sup> Phase) – Poverty, Employment and Equity Restructuring Issues		■	■									
6. Preparation of Interim Report - Poverty		■	■									
7. Submission of Interim Report - Poverty			■									
8. Workshop 1: Poverty in Sarawak				■								
9. Workshop 2: Poverty in Sabah					■							

## Annex 16

## PROJECT SCHEDULE

2005

2006

RESEARCH ACTIVITIES	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
10. Preparation of Draft Final Report - Poverty												
11. Submission of Draft Final Report - Poverty												
12. Preparation of Final Report - Poverty												
13. Submission of Final Report - Poverty												
14. Interviews and focus group discussions with government officials, community leaders, NGOs, expert groups (2 <sup>nd</sup> Phase) – Employment and Equity Restructuring Issues												
15. Collection of data – Equity Owership and Employment.												
16. Preparation of Interim Report – Equity and Employment Restructuring												



## Annex 17

## Draft Schedule of Meetings and Work Deliverables

No.	Activities	Dates
1.	Initial Stakeholder's Meeting	July 2005
2.	1st National Steering Committee (NSC) Meeting	Aug 2005 – Week 1
3.	Preparation of Inception Report (Poverty)	Sept 2005 – Oct 2005
<b>4.</b>	<b>Submit Inception Report to TWC</b>	<b>Oct 2005 – Week 1</b>
5.	1st TWC Meeting to discuss Inception Report	Sept 2005 – Week 4
6	2 <sup>nd</sup> NSC Meeting to discuss Inception Report	Oct 2005 – Week 1
7.	Preparation of Interim Report (Poverty)	Oct 2005 – Nov 2005
<b>8.</b>	<b>Submit Interim Report (Poverty) to TWC</b>	<b>Nov 2005 – Week 1</b>
9.	2nd TWC Meeting to discuss Interim Report (Poverty)	Jan 2006 – Week 2
10.	3 <sup>rd</sup> NSC Meeting to discuss Interim Report	Jan 2006 – Week 4
11.	Preparation of Draft Final Report (Poverty)	Jan 2006 – Feb 2006
<b>12.</b>	<b>Submit Draft Final Report to TWC (Poverty)</b>	<b>Feb 2006 – Week 4</b>
13.	3rd TWC Meeting to discuss Draft Final Report (Poverty)	March 2006 – Week 2
14.	4 <sup>th</sup> NSC Meeting to discuss Draft Final Report (Poverty)	April 2006 – Week 1
15.	Preparation of Final Report (Poverty)	March 2006 – April 2006
<b>16.</b>	<b>Submission of Final Report (Poverty)</b>	<b>April 2006 – Week 4</b>
17.	Preparation of Interim Report - Restructuring	Nov 2005 – April 2006
<b>18.</b>	<b>Submission of Interim Report - Restructuring</b>	<b>April 2006 – Week 1</b>
19.	4 <sup>th</sup> TWC Meeting to discuss Interim Report - Restructuring	April 2006 – Week 3



<b>No.</b>	<b>Activities</b>	<b>Dates</b>
20.	5 <sup>TH</sup> NSC Meeting to discuss Interim Report – Restructuring	May 2006 – Week 2
21.	Preparation of Draft Final Report – Restructuring	May 2006 – June 2006
<b>22.</b>	<b>Submission of Draft Final Report – Restructuring</b>	<b>June 2006 – Week 1</b>
23.	5 <sup>th</sup> TWC Meeting to discuss Draft Final Report - Restructuring	June 2006 – Week 3
24.	6 <sup>TH</sup> NSC Meeting to discuss Draft Final Report - Restructuring	July 2006 – Week 1
25.	Preparation of Final Report - Restructuring	June 2006 – Aug2006
<b>26.</b>	<b>Submission of Final Report - Restructuring</b>	<b>August 2006 – Week 4</b>