



Country: Malaysia

UNDAF Outcome(s)/Indicator(s): N/A

Expected Outcome(s)/Indicator (s): Increased capacity to assess and predict human development needs (2003-2007); Strategic project implemented to support Malaysia's priority human development challenges, addressing inequalities and disadvantages (2008-2012)

Expected Output(s)/Annual Targets: A National Action Plan to empower single mothers
A National Register of single mothers in Malaysia

Executing Entity: Ministry of Women, Family and Community Development (MWFCD)

Implementing Partner: MWFCD

Towards a National Action Plan to Empower Single Mothers

Programme Period: 2003-2007 and 2008-2012
 Project Title: Towards a National Action Plan to Empower Single Mothers
 Project ID: _____
 Project Duration: 18 months
 Management Arrangement: NEX

Total Budget: **USD 490,148**

Allocated resources:

- TRAC USD 189,246
- Cost-share USD 283,870
- GMS USD 17,032

In-kind contribution USD 15,000

AGREED BY:

On behalf of:

Signature

Date

Name/ Title

Government of Malaysia:-
Economic Planning Unit

[Handwritten Signature]

10/12/2007

DATUK DR. SULAIMAN B. MAHBOB
Director General
Economic Planning Unit

Government of Malaysia:-
Ministry of Women, Family and
Community Development

[Handwritten Signature: Faizah alin]

31/12/07

UNDP

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31/12/07

[Handwritten Signature: RR UNDP]

Richard Leete
Resident Representative

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Government of Malaysia

UNITED NATIONS DEVELOPMENT PROGRAMME

Project Document

Towards a National Action Plan to Empower Single Mothers

This project aims to strengthen national policies and programmes targeted at single mothers, particularly those categorized as poor or hardcore poor. Three specific activities will be undertaken:

1. Identifying trends and underlying causes of single motherhood and determining the socio-economic profile of single mothers, taking into account cultural factors;
2. Evaluating the effectiveness of existing policies and programmes to address the needs of single mothers, noting the gaps and providing suggestions for suitable new initiatives; and
3. Developing a National Action Plan to empower single mothers in Malaysia.

The long term objective of this project is to ensure that single mothers receive the necessary institutional support and policy attention to empower them and lift them out of poverty. This is consistent with the Millenium Development Goals and the Ninth Malaysia Plan (2006-2010) development thrust to 'address persistent socio-economic inequalities constructively and productively'.

**Kuala Lumpur
December 2007**

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Part Ia. SITUATIONAL ANALYSIS

The Ninth Malaysia Plan (2006 – 2010) adopts as one of its development thrusts the need to address persistent socio-economic inequalities constructively and productively and identifies strategies to eradicate poverty, and reduce income, regional, employment and wealth disparities. In this context, the plight of single mothers and female-headed households have and continue to remain a concern for the government as trends indicate increasing feminization of poverty among lower income female-headed households, particularly in the rural areas.

According to the Malaysian Census (2000), about 86 per cent of households contain both parents, but in single parent households, 80 per cent are female-headed households. Single mothers can be defined broadly as women with dependant children and who are the main income providers of their household within the following categorizations:

- 1) Women who are divorced, or widowed, or abandoned, and are the sole or main income providers of their household
- 2) Women in polygamous unions who are the sole or main income providers of their household
- 3) Women who are legally married but in practice separated from their husbands
- 4) Women who are legally married and are the sole and main income providers of their household
- 5) Unmarried mothers, not in de facto union, with dependant children
- 6) Women who obtain custody of someone else's children

A study of low-income single mothers in eleven urban centres in Malaysia (Dasimah¹ et al; 2005), revealed that the majority of single mothers are older women and mostly widows. Most of these women had either lower level education or were without formal education. They were mostly employed in the informal sector or self-employed. It was also found that almost 72 per cent of respondents were with monthly income of less than RM500 per month and 24 per cent were without any income.

Female-headed households are among the poorest of the poor. They require special and urgent attention and assistance. Such households are more vulnerable to poverty as women usually retain the primary responsibility for childcare and home maintenance with the added pressure of being the breadwinner of the family. Furthermore, women have less access to financial resources and land ownership compared with men.

One of the main problems facing policy makers in Malaysia in addressing the plight of single mothers is the lack of data on single mothers, their specific needs, and the adequacy of current policies and programmes to address those needs. Low income single mothers as noted in Malaysia's MDG Report, are less accessible and less amenable to conventional poverty-reducing programmes.

A targeted and participatory approach is needed to identify policies that will effectively improve the access of single mothers to productive resources, training, employment, housing, childcare facilities and social welfare mechanisms. A well-designed policy framework needs to be identified that will enhance the entitlements and capabilities of

¹ Dasimah Omar, Puziah Ahmad, and Muna Sarimin (2005). *Urbanisation and the Well Being of Female Headed Households: Lower Income Single Mothers in Malaysian Urban Centres*

poor single mothers to empower them to improve their economic and social circumstances as well as that of their families.

Part1b. STRATEGY

This project, conducted in partnership with the Ministry of Women, Family and Community Development (MWFCD) will contribute to building a comprehensive profile of single mothers in Malaysia, identifying the determinants of women's vulnerability to single motherhood, as well as the trends and socio-economic characteristics of single mothers. The analysis will take into account socio-cultural and psychological factors and identify cultural, legal and labour market constraints on the social and occupational mobility of single mothers.

With a comprehensive profile of single mothers, the project will evaluate the effectiveness of existing policy measures, strategies and programmes to address the needs of single mothers, whilst identifying appropriate new initiatives required to overcome constraints and fill policy gaps. The goal is to develop a National Strategic Action Plan that will ensure that single mothers, particularly among the poor and the hardcore poor, receive the institutional support and policy attention required to empower them.

Three specific activities will be undertaken:

1. Identifying trends and underlying causes of single motherhood and determining the socio-economic profile of single mothers, taking into account cultural factors;
2. Evaluating the effectiveness of existing policies and programmes to address the needs of single mothers, noting the gaps and providing suggestions for suitable new initiatives; and
3. Developing a National Action Plan to empower single mothers in Malaysia.

Activity 1: Identifying trends and underlying causes of single motherhood and determining the socio-economic profile of single mothers, taking into account cultural factors

This activity comprises the following:

1. Undertaking a comprehensive analysis of stock and flow data.
A comprehensive analysis of stock and flow data of single mothers from multiple data sources especially censuses and surveys of the Department of Statistics
2. Identify a system for maintaining and updating a national register of single mothers.
A rudimentary national register of recipients of projects and programmes targeted at single mothers by the MWFCD, *Rumah Nur Scheme*, Association of Single Mothers, Department of Social Welfare, Department of Statistics, Registrar of Marriages and Birth, the *Syariah* Courts, young widows of the Armed Forces, *Amanah Ikhtiar Malaysia* (AIM) and those registered with the *Baitumal* and other non-governmental associations already exists. These registers will be reviewed with the aim of building and maintaining a complete register of single mothers in Peninsular Malaysia, Sabah and Sarawak.
3. Designing and conducting a purposive survey to determine the underlying causes, trends and patterns of single motherhood.

A nationwide survey would not be possible for this project given the difficulty of obtaining a sampling frame for drawing a fully representative cross-section and the high costs of doing so. However, a purposive survey of a representative group of single mothers will be conducted to understand from their perspectives what their priority needs are and whether existing policies and programmes are meeting those needs. The purposive survey may be outsourced to a survey company. The TOR for the company will be developed by the Statistician and the Technical Working Committee to be submitted to the National Steering Committee for approval.

Output Targets:

- A report of the stocktaking of the socio-economic profile of single mothers in Malaysia.
- A system developed for building and maintaining a national register of single mothers.
- A report on underlying causes of single motherhood, taking into account cultural factors.

Activity 2: Evaluating the effectiveness of existing policies and programmes that aim to address the needs of single mothers, noting gaps and suggesting possible new initiatives

Existing policies and programmes being undertaken to assist and empower single mothers will be identified. Studies will then be undertaken to evaluate the effectiveness of these policies and programmes to address the specific needs of single mothers. They will provide qualitative inputs on the effectiveness and constraints of a cross-section of programmes, including programmes to provide access to services, information, micro credit, employment, skills, self esteem, women's rights, among others. Taking into account findings, policy gaps will be identified and new initiatives proposed that will constitute part of the draft National Action Plan, with a particular focus on the poor and hardcore poor.

Output Targets

- Report on existing programmes by the public sector, private sector and civil society to assist single mothers, including an evaluation of their effectiveness and challenges.
- Compilation of best practices and case studies on policies and programmes by the public and private sectors and civil society to empower single mothers, both nationally and internationally.
- Report on existing gaps in institutional support for single mothers and identification of possible relevant new initiatives, with a particular focus on the poor and hardcore poor.

Activity 3: Developing a National Action Plan to empower single mothers

This component of the project draws on the outputs of Activity 1 and Activity 2 to develop a National Action Plan to empower single mothers. The National Action Plan should include a practical implementation plan with short-term, medium-term and long-term targets. The National Action Plan should also include a recommendation of several priority projects to be piloted. The NSC will review these recommendations to consider the need for extending the project to include implementation of the identified pilot project(s).

A participatory approach will be adopted in developing the National Action Plan. Workshops, dialogues and consultations aimed at gathering feedback from various groups will be organized to consider and discuss the overall proposals and

recommendations before the National Action Plan is finalized, presented to MWFC and submitted to Cabinet. Consultations will be undertaken with the MWFC and related ministries/agencies, NGOs, civil society, private sector institutions, including financial and banking institutions, academia and others. An advocacy report will be prepared, which will be published and launched nationally

Output Targets

- A National Action Plan prepared and finalized, including a multi-stakeholder/multi-sectoral National Workshop convened to discuss the draft National Action Plan to empower single mothers;
- Finalized National Action Plan presented to the MWFC and submitted to cabinet; and
- Advocacy publication prepared, published and launched nationally

Part II. PROJECT RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Results Framework:			
Outcome 1: National policies more effectively address the social impact of economic liberalization (2003-2007)			
Outcome 2: Effectively responded to human development challenges and reduced inequalities (2008-2012)			
Outcome indicator as stated in the Country Programme Results and Resources Framework, including baseline and target:			
Increased capacity to assess and predict human development needs (2003-2007)			
Strategic project implemented to support Malaysia's priority human development challenges, addressing inequalities and disadvantages (2008-2012)			
Applicable MYFF Service Line:			
Service line 1.2: Pro-poor policy reform to achieve MDG targets			
Service line 1.4: Globalisation benefiting the poor			
Service line 1.6: Gender mainstreaming			
Partnership Strategy			
The Ministry of Women, Family & Community Development (MWFCD) will be the executing and implementing agency. Other key stakeholders from relevant ministries and government agencies, civil society and the private sector will provide inputs through the Technical Working Committee and the National Steering Committee.			
Project Title: Towards a National Action Plan To Empower Single Mothers			
Intended Outputs	Output Targets	Indicative Activities	Responsible Parties
1.1 Identifying trends and underlying causes of single motherhood and determining the socio-economic profile of single mothers, taking into account cultural factors	i. A comprehensive analysis of stock and flow data of single mothers in Malaysia	1.1.1 Collect and analyse stock and flow data of single mothers from multiple censuses and surveys of the Department of Statistics Malaysia (DOS)	Local consultant; Statistician
	ii. A system identified for maintaining and updating a national register of single mothers	1.1.2 Based on the stock and flow data collected, identify a system for maintaining and updating a national register of single mothers in Malaysia	Local consultant; Statistician
			Inputs
			Local consultant - 2 person months - USD 8,000
			Statistician - 2 person months - USD 8,000
			Local consultant - 1 person month - USD 4,000
			Statistician - 1 person month - USD 4,000

1.3 Develop a National Action Plan to empower single mothers	mothers and identification of possible relevant new initiatives, with a focus on the poor and hardcore poor	and identify new initiatives to empower single mothers		
i. A National Action Plan to empower single mothers finalized and submitted to Cabinet	1.3.1A national workshop to discuss the draft National Action Plan to empower single mothers	1.3.2 NSC to consider possibility of project extension based on recommendations under the National Action Plan of priority projects to be piloted	Local consultant; International consultant; Project Manager; Project Manager; NSC	Local consultant – 3 months – USD12,000 International consultant – 14 working days – USD7,000 Workshops – USD5,000 Printing and publication – USD25,000 Travel – USD14,516
ii. Advocacy publication prepared, published and launched nationally	1.3.3 National Action Plan submitted to MWFCD for preparation of Cabinet paper	1.3.4 Publish and launch a short advocacy report on the National Action Plan	Local consultant; Project Manager; MWFCD	Local consultant; Project Manager; Production Company

Part III. MANAGEMENT ARRANGEMENTS

The project will be governed by the National Steering Committee (NSC) and the Technical Working Committee (TWC).

i. National Steering Committee (NSC)

The NSC will provide overall guidance to the implementation of the project and will be chaired by the Secretary General of the Ministry of Women, Family and Community Development (MWFCD). Members of the NSC will consist of representatives the Economic Planning Unit, UNDP, Ministry of Rural and Regional Development, Department of Social Welfare, Ministry of Entrepreneur and Cooperative Development, Ministry of Housing and Local Government, Department of Statistics, Association of Single Mothers and other relevant stakeholders to be determined by the NSC at its inaugural meeting.

ii. Technical Working Committee (TWC)

The TWC will handle all technical matters relating to the study and will be chaired by the Director General of the Department of Women Development, MWFCD. Members of the TWC will consist of representatives the Economic Planning Unit, UNDP, Ministry of Rural and Regional Development, Department of Social Welfare, Ministry of Entrepreneur and Cooperative Development, Ministry of Housing and Local Government, Department of Statistics, Association of Single Mothers and other relevant stakeholders to be determined by the NSC at its inaugural meeting.

Consultants and Technical Support

Technical support will be provided by local and international professionals with extensive experience working in relevant areas as required by the project. The UNDP global knowledge network will provide valuable inputs through best practices and lessons learned from similar experiences in other countries.

Project Assurance

The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures that appropriate project management milestones are managed and completed. A UNDP Programme Officer will hold the Project Assurance role for the UNDP together with a representative from the International Cooperation Division, EPU, representing the Government.

Project Manager

The Project Manager will manage the project on behalf of the TWC and NSC within the constraints laid down by the TWC and NSC. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager ensures that the project produces the results specified in the project document to the required standard of quality and within the specified constraints of time and cost.

Part IV. MONITORING AND EVALUATION

Annual Review

An annual project review will be conducted during the fourth quarter of the year as a basis for assessing the performance of the project. In the last year of the project, the review will be a final assessment. The review will involve all key project stakeholders and the Implementing Partner, and will focus on the extent to which progress is being made towards outputs and that they remain aligned to appropriate outcomes. This review should update output targets and results achieved.

Provision of Financial Resources and Monitoring their Use

Based on the approved work plan, UNDP will provide the required financial resources to the Implementing Partner to carry out the project activities during the annual cycle. Financial resources will be made available through direct payments. In this project, the Project Manager, based at the Department of Women Development, MWFCDC will work closely with UNDP to monitor the use of the financial resources. The Project Manager is accountable for

- Managing UNDP's resources to achieve the expected results specified in the Project Document and approved work plan
- Maintaining an up to date accounting system to ensure accuracy and reliability of financial reporting according to Government procedures and UNDP User Guide for disbursement of project funds, carried out by the implementing agent. Expenditures made should be in accordance with the project document, Annual Work Plans and budgets.

At the end of a quarter/year UNDP prepares a Combined Delivery Report (CDR) as an input to the review of financial resources. The Implementing Partner, i.e. MWFCDC, should sign this CDR.

A project revision shall be made when appropriate; to respond to changes in the development context or to adjust the design and resources allocation to ensure the effectiveness of the project provided that the project remains relevant to the Country Programme. A project revision shall be supported by the record of an approval decision made by the project NSC, and an updated and signed AWP. UNDP will track all justifications within Atlas. However, changes to a the project that do not affect the scope(outputs), completion date or total estimated cost do not require a revision approved by the NSC provided that the redeployment of resources is within the project framework and its financing arrangements.

Procurement

Procurement on the project should be based on policies and procedures outlined in the Government procurement procedures as well as UNDP Procurement User Guide for all Government executed procurement carried out on behalf of the project. Any procurement actions carried out by UNDP for the project implementation are required to follow the policies and procedures outlined in the UNDP Procurement User Guide.

Audit Requirements

As with all nationally executed projects, the project must be audited at least once in its lifetime, in accordance with UNDP procedures as approved in writing by the Government from time to time. The objective of the audit is to provide the UNDP Administrator with the assurances that UNDP resources are being managed in accordance with:

1. The financial regulations, rules, practices and procedures prescribed for the project;
2. The project document and work plans, including activities, management and the project implementation arrangements, monitoring, evaluation, and reporting provisions; and
3. 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 be subject to audit by the auditors of UNDP, and UNDP shall have right of access to the relevant records.

The Government's own auditors i.e. the Auditor-General's Office will conduct the audit. 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.

In-Kind Contribution

In addition to the financial resources from UNDP, the Department of Women Development, MWFCD as implementing partner and executing agency will provide the following in-kind contribution:

- Help to gain access to all relevant data and information required to undertake the study;
- Office space (i.e. room/workspace) for consultants, the Project Manager and Project Assistant. The Project Manager and Project Assistant will be based at the implementing agent's office;
- Use of office support facilities (e.g. computers, fax, stationary, Photostat machine, telephone, local transport), and secretarial support where applicable;
- Facilities for convening meetings.

Monitoring and Documentation

As part of the monitoring process, the following reports should be produced by the consultants and they are as follows with an indicative timing of submission. The approval of reports is subject to the endorsement of the Technical Working Committee and the National Steering Committee.

Report	Targeted Submission
Comprehensive analysis of stock and flow data of single mothers in Malaysia	Month 3
A proposed system for building and maintaining a national register of single mothers	Month 3
A report on the underlying causes, trends and patterns of single	Month 8

motherhood	
Evaluation of existing policies and programmes targeted at single mothers	Month 11
Compilation of best practices and case studies on policies and programmes to empower single mothers	Month 12
Report on existing gaps in institutional support for single mothers and identification of possible relevant new initiatives	Month 13
Draft National Action Plan to Empower Single Mothers	Month 14
Final National Action Plan to Empower Single Mothers	Month 15
Advocacy publication	Month 18

Part V. 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."

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.

ANNEX I

1. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
2. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
3. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
6. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
7. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:
 - a. 6% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - b. Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
8. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
9. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

UNDP ANNUAL WORK PLAN MONITORING TOOL

Together with project issue/ risk logs, the following AWP Monitoring Tool should be used for the project review purpose.

Expected Outputs and Indicators: List all CP outputs and indicators, including annual targets

Planned Activities: List all the activities including monitoring and evaluation activities, including evaluations, field monitoring visits, technical backstopping missions, and audits to be undertaken during the year towards stated CP outputs

Expenditures: List actual expenditures against activities complete

Results of Activities: For each activity, state the results of the activity

Progress towards Achieving CP Outputs: Using data on annual indicator targets, state progress towards achieving the CP outputs. Based on the updated project issue/risk logs, comment on factors that facilitated and/or constrained achievement of results including:

- Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerge
- Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues

The Annual Work Plan (AWP) Monitoring Tool

Year _____

CP Component _____

Implementing Partner _____

EXPECTED OUTPUTS AND INDICATORS including annual targets	PLANNED ACTIVITIES <i>List all the activities including monitoring and evaluation activities to be undertaken during the year towards stated CP outputs</i>	EXPENDITURES <i>List actual expenditures against activities completed</i>	RESULTS OF ACTIVITIES <i>For each activity, state the results of the activity</i>	PROGRESS TOWARDS ACHIEVING OUTPUTS Using data on annual indicator targets, state progress towards achieving the CP outputs. Where relevant, comment on factors that facilitated and/or constrained achievement of results including: <ul style="list-style-type: none"> ▪ <i>Whether risks and assumptions as identified in the CP M&E Framework materialized or whether new risks emerged</i> ▪ <i>Internal factors such as timing of inputs and activities, quality of products and services, coordination and/or other management issues</i>
OUTPUT 1: INDICATOR 1.1 WITH TARGET FOR THE YEAR: INDICATOR 1.2 WITH TARGET FOR THE YEAR: INDICATOR 1.3 WITH TARGET FOR THE YEAR:				
OUTPUT 2: INDICATOR 2.1 WITH TARGET FOR THE YEAR: ETC.				

TERMS OF REFERENCE: National Steering Committee (NSC)

The National Steering Committee (NSC) will monitor the conduct of the project and provide strategic guidance to the project team on the implementation of the project. The NSC will be chaired by the Secretary General of the MWFCDC or someone assigned by the Secretary General. The Department of Women's Development, MWFCDC will act as Secretariat to the NSC. Members of the NSC will consist of representatives from the MWFCDC, Economic Planning Unit, UNDP, relevant Ministries and government agencies, civil society, the private sector and other relevant stakeholders as deemed appropriate by the chair of the NSC.

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

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

The NSC may choose to co-opt other members, such as NGOs and local community representatives, as may be necessary.

TERMS OF REFERENCE: Technical Working Committee (TWC)

The Technical Working Committee (TWC) will assist the NSC in monitoring the conduct of the project and providing technical guidance on the implementation of the project. The TWC will act as technical advisors to the NSC. The TWC will be chaired by the Director General or a designated representative from the Department of Women's Development, MWFCO. The Department of Women's Development, MWFCO will act as Secretariat to the NSC. Members of the TWC will consist of representatives from the MWFCO, Economic Planning Unit, UNDP, Department of Statistics, relevant Ministries and government agencies, civil society, the private sector and other relevant stakeholders as deemed appropriate by the chair of the TWC.

The TWC will be specifically responsible for:

- Provide guidance and decisions on matters pertaining to the technical aspects of the project;
- Monitor and evaluate the technical implementation of the project towards fulfillment of the objectives stated in the project document;
- Review and comment on the proposed technical work plan and budget; and
- Regular monitoring of the progress of the project and recommend approved technical reports to the NSC

TERMS OF REFERENCE: National Project Director

National Project Director is a staff member of the Government implementing agency of a UNDP-supported project. His/her main responsibility is to coordinate project activities among the main parties to the project: the Government co-coordinating authority, the consultant, and UNDP.

Specifically, he/she works in close collaboration with UNDP staff and his/her responsibility include:

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

The appointment of the National Project Director will be determined at the inaugural NSC meeting

TERMS OF REFERENCE: Project Manager

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

The specific tasks of the Project Manager are:

- Provide direction for the project based on the project document and decisions made by the TWC and NSC
- Manage and coordinate the implementation of project activities to ensure the maintenance of quality and timeliness, and delivery of outputs
- Liaise and work closely with the project partners and beneficiaries
- Report regularly to the NSC and TWC on the project's progress
- Maintain close contact with designated focal points from UNDP and other stakeholders, indicating any estimated changes to the work plan, and proposing a budget revision when appropriate
- Ensure that the requisite allocations are available in accordance with the agreed budget and established schedules of payment, if any, in consultation with MWFCDD and UNDP
- Coordinate and facilitate the work of multiple component teams engaged in the implementation of project activities
- Work closely with key stakeholders in the drafting and preparation of relevant Terms of Reference for local consultants.
- Monitor the project funds and resources. Prepare progress and financial reports of the project when required.
- Maintain an up-to-date accounting system to ensure accuracy and reliability of financial reporting
- Be responsible for the delivery of the project results and final outputs
- Establish a monitoring plan for activities implemented by project consultants
- Be actively involved in the preparation of relevant knowledge products (including publications and reports)
- Perform the function of ATLAS External User, creating requisitions and vouchers, and other relevant ATLAS processes

Duration: 18 months

Reports to: Director General, Department of Women's Development, MWFCDD/ National Project Director and UNDP

Qualifications and skills:

1. Masters degree or equivalent in Social Science, Social Work, Gender/ Women's Studies, Management, Public Administration or a related discipline. An MBA would be an added advantage. Work experience in lieu of formal qualifications will also be considered.
2. At least 5 years experience in a supervisory capacity in NGO or private sector, with a good understanding of developmental issues, especially on working with poor women in developing their skills. Experience on a UNDP project would be an added advantage.
3. Some knowledge on gender and other relevant subject areas would be an advantageous.
4. Project management experience will be an asset. Candidate must be able to multitask and work independently
5. Be proactive, energetic, committed and innovative
6. Have good interpersonal skills, diligent, open-minded and dedicated. Flexible and mature person
7. Excellent writing and organization skills. Strong command of English and Bahasa Malaysia

TERMS OF REFERENCE: Project Assistant**Scope of Work**

The project assistant, based at MWFCDD, will provide administrative support for the successful and effective implementation of the project.

The specific tasks of the project assistant are:

- Serve as the administrator for all aspects of project implementation, research and communication;
- Draft and follow-up on correspondence
- Maintain a database with key contacts and resources in relevant Ministries, government agencies, civil society and private sector
- Manage information flow to meet all reporting requirements
- Maintain files and retrieval systems
- Perform the function of ATLAS General User, creating requisitions and vouchers, and other relevant ATLAS processes
- Monitor and analyse data as referred in ATLAS ensuring consistency and accuracy in terms of delivery, cost-sharing, etc.
- Provide support for workshops and training programmes
- Assist with the preparation of presentations, project briefs, research and reports
- Assist in all aspects of project management and research; and
- Perform all duties as required

Duration: 18 months

Reports to: Project Manager

Qualifications and Skills:

1. A degree in Business Administration or any equivalent qualification relevant to UNDP's practice areas will be highly advantageous.
2. Experience in the administrative, financial or development field
3. Excellent computer skills- Word, Power Point, Email, etc. Knowledge and experience with Internet research.
4. Fluent in English and Bahasa Malaysia (written and spoken)
5. Good communication and interpersonal skills. Good team player.
6. Confident and professional
7. Good organizational skills. Able to multitask and work under pressure.

TERMS OF REFERENCE: Local Consultant(s)Scope of Work

The following tasks will be performed by the local consultant, working closely alongside the statistician, international consultant, project team and local resource persons and/or institutions:

- Identify a system for maintaining and updating a national register of single mothers in Malaysia
- Work with the Statistician to design and conduct a purposive survey to determine the underlying causes, trends and patterns of single motherhood in Malaysia
- Working with the Statistician, analyse the data collected from the Survey. Prepare a consolidated report on single mothers in Malaysia.
- Collect and compile information on existing policies and programmes to empower single mothers in Malaysia
- Evaluate the effectiveness of existing policies and programmes to address the needs of single mothers, including challenges and constraints, and identify the gaps in institutional support for single mothers
- Identify best practices and case studies of effective policies and programmes to empower single mothers
- Work with the International Consultant to identify new initiatives for the National Action Plan to empower single mothers
- Draft a National Action Plan to empower single mothers based on findings from the study and input from the International Consultant.
- Prepare an advocacy report on single mothers
- Participate in the various workshops/ seminars/ conferences to present research findings and recommendations.

Duration: 18 person months

Reports to: Project Manager

Qualifications and Experience

1. Postgraduate degree or equivalent in social sciences or related disciplines, particularly gender/women's studies.
2. Deep knowledge (10 years or more consulting experience) of the subject matter, especially on policies and programmes to address the needs of single mothers. Experience in policy/strategy development and advice will be an added advantage.
3. Have good knowledge of Malaysia's developmental issues
4. Strong research skills
5. Basic computer skills (word processing and statistical data analysis)
6. Excellent writing and communication skills. Fluent in English and Bahasa Malaysia.
7. Ability to work independently with strong sense of initiative, discipline and self-motivation
8. Have experience working in a multicultural and multistakeholder environment

TERMS OF REFERENCE: StatisticianScope of Work

The following tasks will be performed by the Statistician, working closely alongside the local consultant, international consultant, project team and local resource persons and/or institutions:

- Undertake a comprehensive analysis of stock and flow data of single mothers in Malaysia from multiple data sources, especially censuses and surveys of the Department of Statistics
- Develop and finalise the purposive survey research objectives, design and methodology in close consultation with the local and international consultant
- Develop the terms of reference for a survey company to undertake the purposive survey
- Manage and implement the survey research plan in a professional and timely manner
- Assist in interpretation, preparation of analytical results and research report
- Assist in the identification of trends and key findings for presentation to stakeholders and policy makers
- Working with the local consultant, prepare a report of the survey findings containing key analysis, highlights and recommendations particularly from the standpoint of how results can be incorporated into the National Action Plan

Duration: 8 person months

Reports to: Project Manager, Department of Women's Development, MWFC and UNDP

Qualifications and Experience

1. Postgraduate degree or equivalent in statistics.
2. Deep knowledge (10 years or more of practical experience) of statistical analyses and research methods.
3. Possess excellent writing, communication and organizational skills (sample writing pieces may be requested). Proven track record of publications
4. Have practical experience in working in field based research
5. Fluent in English and Bahasa Malaysia (written and spoken)
6. Strong knowledge and use of ICT
7. Be proactive, energetic, committed and innovative.

TERMS OF REFERENCE: International ConsultantScope of Work

The following tasks will be performed by the International Consultant, working closely alongside the local consultant, statistician, project team and local resource persons and/or institutions:

- Prepare a concise report on international best practices from relevant and appropriate countries, related to successful policies and programmes to empower single mothers
- Assist and advise on the research design, methodology and survey questionnaires to determine the underlying trends and causes of single motherhood.
- Assist in interpretation and preparation of analytical results and research report on single mothers in Malaysia. Assist in the identification of trends and key findings for presentation to stakeholders and policy makers.
- Working with the local consultant and drawing on international best practices, identify suitable policies and programmes to be incorporated in the National Action Plan to empower single mothers.

Duration: Approximately 6 weeks over an 18 month period

Reports to: Project Manager, Department of Women's Development, MWFC and UNDP

Qualifications and Experience

1. Postgraduate degree or equivalent in social sciences or related disciplines, particularly gender/women's studies
2. Deep knowledge (10 years or more of practical experience) of the subject matter, especially on policies and programmes to address the needs of single mothers. International experience in policy/strategy development and advice in this area will be advantageous.
3. Demonstrated ability to speak and write professionally in English, with fluency in Bahasa Malaysia an advantage
4. Ability to work independently with strong sense of initiative, discipline, self-motivation and team work
5. Preferably having experience of working in multi-cultural and interdisciplinary teams
6. Be proactive, energetic, committed and innovative

