

**United Nations Development Programme**

**Country: Malaysia**

**Project Document**

**Project Title:** 10 MP/NI 74: Study to support the development of national policies and programmes to increase and retain the participation of women in the Malaysian labour workforce

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

**Expected CP Outcome(s):**

*Outcome 2: Effectively responded to human development challenges and reduced inequalities*

**Expected Output(s):**

*Progress made towards women's empowerment in decision making positions and increased labour force participation (LFP)*

**Executing Agency:** Ministry of Women, Family and Community Development

**Implementing Partner:** Policy Division, Ministry of Women, Family and Community Development

**Brief Description**

Malaysia has achieved gender parity at the primary, secondary and post-secondary levels of education and better than parity at the university level yet women in Malaysia only make up 36.2% of the labor force, significantly less than the near 50% found in most developed economies. This includes only 46.4% of women aged 15-64 in the workforce. In the 10<sup>th</sup> Malaysia Plan (10MP) the government set forth a plan to increase women's participation in the workforce to 55% by 2015. The objective of this study will be to ascertain in detail what factors, both direct and indirect, contribute to women's low participation rates for the purpose of proposing policies and programmes to address these factors in order to achieve the target set in the 10MP.

Programme Period: One year

Key Result Area (Strategic Plan): 2.3 Progress made towards women's empowerment in decision making positions and increased labour force participation (LFP)

Atlas Award ID: TBD

Start date: August 2011

End Date: August 2012

PAC Meeting Date: 1 July 2011

2011 and 2012 AWP budget: USD238,500

Total resources required USD238,500

Total allocated resources: USD238,500

- TRAC USD148,100
- Cost Share USD90,400

In-kind Contributions USD15,326

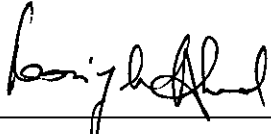
GMS fee 6% (inclusive) USD5,424

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Agreed by:

Government of Malaysia



Dato' Noriyah Ahmad

Director General

Economic Planning Unit of the Prime Minister's Department

Date: 19/8/2011

UNDP Malaysia



9/9/2011

Kamal Mallotra

Resident Representative

United Nations Development Programme (UNDP)

Date:

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## ABBREVIATIONS

<b>APR</b>	Annual Progress Report
<b>AWP</b>	Annual Work Plan
<b>CDR</b>	Combined Delivery Report
<b>CP</b>	Country Programme
<b>CPAP</b>	Country Programme Action Plan
<b>EPU</b>	Economic Planning Unit, Prime Minister's Department
<b>NIM/NEX</b>	Nationally Implemented/Nationally Executed
<b>NPD</b>	National Project Director
<b>NSC</b>	National Steering Committee
<b>MOE</b>	Ministry of Education
<b>MOHE</b>	Ministry of Higher Education
<b>MOHR</b>	Ministry of Human Resources
<b>MWFCD</b>	Ministry of Women, Family and Community Development
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>TWC</b>	Technical Working Committee
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme

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## I. SITUATION ANALYSIS

The most important factor in determining a country's competitiveness in the economic sphere is its human talent: the skills, education, and productivity of its workforce. If women were to make up 50% of a country's population, they would also account for one-half of its human talent. Thus a nation becomes more or less competitive internationally depending not only on how it educates its women, but also how it utilizes them in the workforce.<sup>1</sup>

Various studies have shown that making better use of female capital leads to economic growth, a decline in poverty, better business performance and innovation, and more cost-effective health and social programs.<sup>2</sup> Over the past few decades it has been determined that the increase in female employment in developed economies has contributed more towards global economic growth than China.<sup>3</sup> In addition to economic benefits, gender equality in the workforce supports higher fertility rates leading to a larger labour force, long-term social stability and social harmony.<sup>4,5</sup>

In order to ensure gender equality in the workforce, policies need to be put in place and the result for doing so has been positive as indicative in Scandinavian countries such as Norway. For example, 47% of the Norwegian labor force consists of women, with 69% of working age women participating in the labor force<sup>6</sup> leading to a ranking of 3<sup>rd</sup> (out of 134 surveyed countries) in the 2009 World Economic Forum's Gender Gap Index (GGI). In addition, while still not equitable, women in Norway earn \$0.86 for every \$1 earned by men,<sup>7</sup> more than double the rate in Malaysia. Women in Norway have not achieved their relatively high status by coincidence. Rather, the statistics are a result of a concerted effort by the Norwegian government to achieve gender equity and such policies have been a central factor in Norway's economic success.<sup>8</sup>

Although Malaysia has made considerable progress towards women's equality in the workforce, more can be done, particularly in comparison to more developed economies. Despite Malaysia having achieved gender parity at the primary, secondary and post-secondary levels of education and better than parity at the university level, women in Malaysia make up only 36.2% of the labor force, significantly less than the near 50% found in most developed economies.<sup>9</sup> This includes only 46.4% of women aged 15-64 in the workforce, the lowest among all ASEAN member states.<sup>10</sup> The relatively low participation rate of women for certain age groups could be attributed to gender roles in unpaid care work in the home, particularly around the time of marriage and childbearing, and other social norms that restrict women's labour force participation. There are also a significantly smaller number of women than men with primary and secondary education in the labour force. This is likely a combination of the relative costs of childcare versus the returns to employment. However, these considerations need to be validated through further review of labour force surveys.

The UNDP calculates that if that number were increased to 70% it would boost Malaysia's GDP by 2.9%.<sup>11</sup> Data also shows that women who are educated to the Certificate (*sijil*) level or higher have a 73.9% or greater participation rate in the labor force. In the Asia-Pacific region as a

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<sup>1</sup> The Global Gender Gap Report, World Economic Forum, 2009

<sup>2</sup> OECD, "Gender and Sustainable Development" 2008 [Weblink](#)

<sup>3</sup> A Guide to Womenomics, *The Economist*, 12/4/2006 [Weblink](#)

<sup>4</sup> Asia-Pacific Human Development Report 2010, UNDP

<sup>5</sup> A Guide to Womenomics, *The Economist*, 12/4/2006 [Weblink](#)

<sup>6</sup> [http://www.ssb.no/ola\\_kari\\_en/inntekt\\_en/](http://www.ssb.no/ola_kari_en/inntekt_en/)

<sup>7</sup> [http://www.ssb.no/ola\\_kari\\_en/lonn\\_en/](http://www.ssb.no/ola_kari_en/lonn_en/)

<sup>8</sup> [http://www.norway-un.org/Statements/2008/Plenary-Meetings/02272008\\_GenderEqualityCSW/](http://www.norway-un.org/Statements/2008/Plenary-Meetings/02272008_GenderEqualityCSW/)

<sup>9</sup> Statistics on Women, Family, and Community, Ministry of Women, Family, and Community Development 2010

<sup>10</sup> Statistics on Women, Family, and Community, Ministry of Women, Family, and Community Development 2010

<sup>11</sup> Asia-Pacific Human Development Report 2010, UNDP

whole, UNESCO released a report that found restricting job opportunities for women costs the region between \$42 and \$46 billion per year.<sup>12</sup>

In the 2010 New Economic Model, the Malaysian government recognizes that many working women are among the bottom 40% of income earners and are quite marginalized. The NEM stresses that targeted actions must be undertaken to strengthen this segment of the economy in order to spur overall growth.<sup>13</sup> Malaysian women who do work earn only \$0.42 for every \$1 earned by men – also the lowest among all ASEAN member states<sup>14</sup> – and are found primarily in clerical, service or sales work.<sup>15</sup> Only 7.3% of Malaysian women hold professional jobs, a number which is even lower in engineering and technical fields.<sup>16</sup> Getting women into professional fields is also beneficial to the economy overall; a survey of American companies found that those with more women in senior management positions had a higher return on equity than those which had fewer women in those positions<sup>17</sup> and another study conducted in Finland concluded that companies with a gender balanced board are on average 10% more profitable than those that are not gender balanced.<sup>18</sup> In 2009 Malaysia was ranked 100<sup>th</sup> by the WEF in the Gender Gap Index. Among the 31 upper middle income countries surveyed, Malaysia was ranked 28<sup>th</sup>. This ranking is a good indicator as the WEF report also shows that countries with higher GGI rankings also have a higher GDP per person and are generally more competitive as well.<sup>19</sup>

In the recently released 10<sup>th</sup> Malaysia Plan the government has made empowering women to enhance their economic contributions as one of its priorities. The plan sets forth an ambitious plan to increase not only women's participation in the workforce but particularly in key decision-making positions through a variety of programmes. The plan will also implement programmes to eliminate discrimination against women.<sup>20</sup> As excellent as these proposed programmatic areas are, the Plan however does not link women's workforce participation with the country's economic growth as a whole. While striving for women's equality in the workforce as a goal in and of itself is commendable, it is imperative that this issue be viewed as being in the interest of the national economy in order for it to receive the appropriate amount of attention and resources.

The data presented above makes it clear that it is in Malaysia's economic interest to increase the number of women in the workforce and to ensure that greater numbers of women enter into professional fields. With women's participation in the labor force remaining mostly static over the years, increasing only 1 percentage point since 1995,<sup>21</sup> remaining at the current status quo will be unfavorable to Malaysia's quest for vision 2020. In August of last year, the Prime Minister stated that Malaysia would need increase its growth targets 7% to 8% per annum over this next decade in order to become a fully developed nation by 2020.<sup>22</sup> This will be quite a challenging feat considering that over the last decade economic growth has averaged 5.4% per year.<sup>23</sup> However, as stated above, increasing women's participation in the labor force can translate to an annual GDP increase of 2.9%, hence has the potential to contribute to Malaysia's economic growth targets.

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<sup>12</sup> The Global Gender Gap Report, World Economic Forum, 2009

<sup>13</sup> New Economic Model, pp 177-178

<sup>14</sup> Asia-Pacific Human Development Report 2010, UNDP

<sup>15</sup> Statistics on Women, Family, and Community, Ministry of Women, Family, and Community Development 2009

<sup>16</sup> Statistics on Women, Family, and Community, Ministry of Women, Family, and Community Development 2009

<sup>17</sup> A Guide to Womenomics, *The Economist*, 12/4/2006 [Weblink](#)

<sup>18</sup> <http://ec.europa.eu/social/main.jsp?langId=sv&catId=89&newsId=742&furtherNews=yes>

<sup>19</sup> The Global Gender Gap Report, World Economic Forum, 2009

<sup>20</sup> 10<sup>th</sup> Malaysia Plan, pp 178-181

<sup>21</sup> Malaysia: Gender and Rights Analysis for Action (UN draft report)

<sup>22</sup> <http://www.bloomberg.com/apps/news?pid=20601068&sid=aAvHYIgg46lg&FORM=ZNR8>

<sup>23</sup> <http://www.bloomberg.com/apps/news?pid=20601068&sid=aAvHYIgg46lg&FORM=ZNR8>

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## II. STRATEGY

To achieve this substantial increase in the number of women workers will require a study to ascertain in detail what factors, both direct and indirect, contribute to low participation rates, and also to determine what specific policies and programmes can be implemented to address these factors. Currently only very general information is available about why women do not work, including 67.7% who cite "housework" as their reason.<sup>24</sup> What is needed is much more in depth information about why women, particularly those who have tertiary education are not entering the workforce; examining closely what and how far obstacles, such as societal pressures or the phenomenon of the "glass ceiling" are prevalent in Malaysia; what choices are currently and should be available to professional women to be able to achieve work-life balance; and why there remains a wage gap between men and women in Malaysia; all of which would be for the purpose of recommending policy solutions and programmes to be implemented.

It is also quite clear that continuous monitoring mechanisms must be established to monitor gender equity, wage differentials, and other forms of discrimination in the workforce as these obstacles are a great hindrance to Malaysia's economic growth. The government has in principle agreed to close the gender gap, however unless monitoring takes place, such commitments will not translate into action and will not benefit women workers.<sup>25</sup> The proposed study would therefore also examine and recommend suitable monitoring mechanisms.

### Objectives

The main objectives of this study are to:

1. Conduct in depth research to ascertain the issues and obstacles hindering women's increased participation, as well as retention, in the workforce as well as issues that contribute to gender inequality and discrimination in the workplace.
2. Utilize the data gathered in the research phase of the study to provide policy and programme recommendations for the Government of Malaysia to support the increase of women's participation in the workforce, eliminate gender inequality in the workplace, and improve economic growth.
3. Propose mechanisms to monitor gender equality in the labour workforce including wage differentials, and other forms of discrimination to ensure the policies and programmes implemented from Objective 3 are obtaining the desired results.

In order to achieve the objectives above, the following activities will be carried out to deliver each of the following Outputs:

#### **Output 1: The status and profile of women in the workforce, including sub-national disaggregated data based on educational attainment, age, and ethnic groups identified and determined.**

Activities will be devoted to critically appraising relevant data and information that will contribute towards an analytical and comprehensive profile of women in the labour work force by using disaggregated labour force surveys in at least the last 10 years and any other relevant data using a nationally representative sample size. The profile is aimed at ascertaining and

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<sup>24</sup> Statistics on Women, Family, and Community, Ministry of Women, Family, and Community Development 2009

<sup>25</sup> Malaysia: Gender and Rights Analysis for Action 2010 (UN Country Team draft report)



forecasting the participation rates of women in the labour workforce, particularly for the purpose of estimating the future needs of this proportion of working women in the future.

**Output 2: Factors contributing to the stagnant rate of women's participation in the labour workforce identified.**

In order to determine the factors contributing to the stagnant rate of women's participation in the labour workforce, an analytical review will be made of the data sets produced in Output 1, as well as of literature, official documents and any other data (including unpublished statistics) available. The study will also, if necessary, collect primary data to supplement data gaps by conducting a national purposive survey, particularly of women in the productive age-group, to understand from their perspectives why they are not in the labour workforce. If needed, a survey will also be conducted with both the public and private sector to identify the factors attributing to women's low participation in the workforce in different key job sectors. As such, the study will combine quantitative approaches (statistical analysis, econometric modelling, national purposive surveys if needed) and qualitative approaches (focus groups discussions and interviews). Dialogue sessions (workshops and expert roundtables) will also be conducted with various relevant stakeholders on the preliminary findings to verify the challenges and issues faced by women entering into the labour workforce.

**Output 3: Short and long term strategies and programmes to increase and retain women in the labour workforce and monitoring mechanisms proposed.**

A literature and document review of international good practices of supporting women's participation in the labour workforce, including gender equality in the workforce will be conducted. A review will also be conducted on the effectiveness of any programmes being implemented by different government agencies to retain or increase the numbers of women in the labour workforce. Based on the findings of the review, as well as findings from Output 1 and 2, a report will be produced that will recommend short and long term strategies and programmes that will increase and retain women in the labour workforce, particularly in the provision of social service support and family friendly benefits schemes, and propose mechanisms to monitor gender equality in the workforce will be proposed. Particular focus will be made on how these strategies and programmes will be able to meet the target set in the 10<sup>th</sup> Malaysia Plan which aims to increase women's participation in the workforce to 55% by 2015.

### III. RESULTS AND RESOURCES FRAMEWORK

<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>  <i>Outcome 2: Effectively responded to human development challenges and reduced inequalities</i></p> <p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>  <i>Malaysia's priority human development challenges including growing inequality addressed</i></p> <p><b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b>  <i>2.3 Progress made towards women's empowerment in decision making positions and increased labour force participation (LFP)</i></p> <p><b>Partnership Strategy</b> The Ministry of Women, Family and Community Development (MWFCD) will be the executing and implementing agency. Other key stakeholders from the Ministry of Human Resources, relevant ministries and government agencies, civil society and the private sector will provide inputs through the Technical Working Committee and the National Steering Committee.</p> <p><b>Project title and ID (ATLAS Award ID):</b> Study to support the development of national policies and programmes to increase and retain the participation of women in the Malaysian labour workforce</p>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1</b>            The status and profile of women in the workforce, including sub-national disaggregated data based on educational attainment, age, and ethnic groups identified and determined.</p>	<ol style="list-style-type: none"> <li>Sub-national disaggregated data of women in labour workforce based on educational attainment, age, and ethnic groups developed.</li> <li>Forecasted data of the participation rates of married women with children in the labour workforce, particularly for the purpose of projecting the support services needed to facilitate their entry/re-entry into the workforce produced.</li> </ol>	<ol style="list-style-type: none"> <li>Collation of data particularly labour force surveys, from relevant agencies</li> <li>Literature review of existing literature, official documents and tapping secondary data sources to identify and analyse the profile of women in the workforce in the context of the co-relation between their age, educational attainment and occupation while taking into consideration of the analysis of uncompensated household labour — for instance, childcare and eldercare.</li> </ol>	<p>MWFCD</p> <p>UNDP</p> <p>Consultants</p>	<p>A team of 1 lead consultant, 1 research consultant and 1 statistician/consultancy company</p> <p>USD28,590</p>

<p><b>Output 2</b> Factors contributing to the stagnant rate of women's participation in the workforce identified.</p>	<p>1. A report identifying factors that can be attributed to the low participation of women in different key job sectors.</p>	<ul style="list-style-type: none"> <li>▪ Literature and document review of international good practices of supporting gender equality in the workforce.</li> <li>▪ Compilation and review of programmes being implemented by government agencies to retain and increase women in the labour workforce.</li> <li>▪ Development and the conduct of a purposive survey targeted to both the public and private sector to identify the factors attributing to women's low participation in the workforce in different key job sectors.</li> <li>▪ Conduct dialogue sessions (workshops and expert roundtables) with various relevant stakeholders including the public and private sectors, academia, civil society and international experts on the preliminary findings to verify the challenges and issues faced by women entering into the workforce.</li> </ul>	<p>MWFCD UNDP Consultants</p>	<p>A team of 1 lead consultant, 1 research consultant and 1 statistician/consultancy company USD28,590</p> <p>Survey (Survey/ Enumerators etc) USD25,000</p> <p>Learning Costs (i.e. (Dialogues, workshops, etc) USD3,000</p>
<p><b>Output 3</b> Short and long term strategies and programmes to increase and retain women in the labour workforce and monitoring mechanisms proposed.</p>	<p>1. A report identifying and providing various options of short and long term strategic and cost-effective policy and programme directives to meet the target of the 10th Malaysia Plan and maintain a sustained growth rate of women in</p>	<ul style="list-style-type: none"> <li>▪ Analyse data collected in Output 1 and 2 to identify the various options of strategic policy directives and programmes aimed at promoting the retention and sustained increase of women's participation in the workforce particularly in priority sectors that will contribute to Malaysia's economic growth.</li> </ul>	<p>MWFCD UNDP Consultants</p>	<p>A team of 1 lead consultant, 1 research consultant and 1 statistician/consultancy company USD38,600</p> <p>Learning Costs (i.e. (Dialogues, workshops,</p>

	<p>the labour workforce.</p> <p>2. Recommendations to strengthen the government mechanisms to deliver, monitor and evaluate gender equality in the labour workforce.</p>			<p>etc) USD7,500</p>
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#### IV. ANNUAL WORK PLAN

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME 2011				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount (USD)	
<p><b>Output 1</b> The status and profile of women in the workforce, including sub-national disaggregated data based on educational attainment, age, and ethnic groups identified and determined.</p> <p><b>Baseline:</b> The Department of Statistics publishes gender disaggregated information related to the structure and characteristics of labour force, employment and unemployment on an annual basis. Besides providing estimates at national and state level, it also provides aggregated data by urban and rural areas.</p> <p><b>Indicators:</b> An updated status and profile of women in the workforce made available.</p> <p><b>Targets:</b> An inception report providing sub-national disaggregated data on the status and profile of women in the workforce.</p> <p><b>Related CP outcome:</b> 2. Effectively responded to human development challenges and reduced inequalities</p>	<ol style="list-style-type: none"> <li>Appointment of research team.</li> <li>Consultative meetings between MWFC, UNDP and research team to develop research scope, methodology and work plan.</li> <li>Coordination with DOS and relevant government agencies such as the Ministry of Human Resources on the collation of official statistics on labour force surveys and other relevant data sets and information.</li> <li>Analyse the data collected above to produce sub-national disaggregated data on the status and profile of women in the workforce and if feasible produce forecasted data on women in the workforce by 2015 based on data collated.</li> <li>Selection and identification of sample groups representing different women and organizations in different States with whom to conduct purposive surveys, focus group discussions and/or interviews.</li> <li>Preparation and submission of inception report.</li> </ol>		X	X		MWFC UNDP Project Manager	Cost Share	International Consultant (Lead Consultant)	15,450
					X		Cost Share	Local Consultants (Research Consultant and Statistician)	13,500
							Cost Share	Miscellaneous Costs	3,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2012				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
		<p><b>Output 2</b> Factors contributing to the stagnant rate of women's participation in the workforce identified.</p> <p><i>Baseline:</i> While the Department of Statistics currently provides quantitative data on reasons why women are outside the labour force in its annual Labour Force Survey Report, limited qualitative data has been produced or analysed in the country.</p> <p><i>Indicators:</i> Factors contributing to the stagnant rate of women's participation identified.</p> <p><i>Targets:</i> An interim report identifying the reasons behind the stagnant rate of women's participation in the workforce.</p> <p><i>Related CP outcome:</i> 2: Effectively responded to human development challenges and reduced inequalities</p>	<ol style="list-style-type: none"> <li>1. Collate and conduct literature and document review of international good practices of supporting gender equality in the workforce.</li> <li>2. Collate and review programmes being implemented by government agencies to retain and increase women in the labour workforce.</li> <li>3. Conduct purposive survey, focus group discussions and/or interviews with the identified groups above to identify factors contributing to the stagnant rate of women's participation in the workforce identified, particularly why a high percentage of women are in the category of "homemakers".</li> <li>4. Conduct dialogue sessions (workshops and expert roundtables) with various relevant stakeholders, including the public and private sectors, academia, civil society and international experts on the preliminary findings to verify the challenges and issues faced by women in entering the workforce.</li> <li>5. Preparation and submission of interim report</li> </ol>	X	X		X	X	MWFCO UNDP Project Manager
		X					Cost Share	Local Consultants (Research Consultant and Statistician)	13,500
		X					Cost Share	Travel (Travel tickets)	2,880
		X					Cost Share	Travel (DSA/TE)	32,220
							Trac	Miscellaneous Costs (Survey: enumerators/FGDs/etc)	25,000
		X					Cost Share	Learning Costs (Dialogues/Work-shops)	3,000

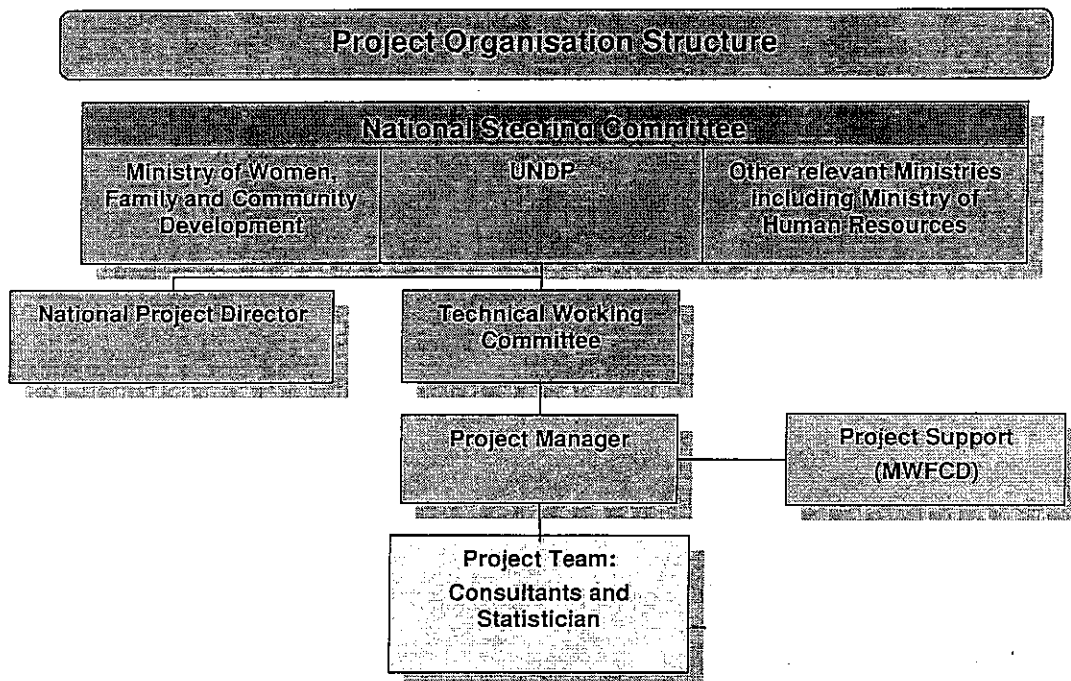
<p><b>Output 3</b> Short and long term strategies and programmes to increase and retain women in the labour workforce and monitoring mechanisms proposed.</p> <p><b>Baseline:</b> The 10<sup>th</sup> Malaysia Plan states that "measures will be undertaken to increase the female labour force participation rate from 46% in 2010 to 55% in 2015." These measures however have not been specified. Under the National Policy for Women there are a number of plan of actions to address this, some of which the target dates ended in 2010.</p> <p><b>Indicators:</b> Short term and long term strategic policy directives and programmes aimed at increasing and retaining women in the labour workforce to achieve target in 10MP developed.</p> <p><b>Targets:</b> A final report which will propose strategic policies on increasing and retaining women in the labour workforce. Related CP outcome: 2: Effectively responded to human development challenges and reduced inequalities</p>	<ol style="list-style-type: none"> <li>Analyse data collected in Output 1 and 2 to: <ol style="list-style-type: none"> <li>identify the various options of short term and long term strategic policy directives and programmes aimed at retaining women in the labour workforce.</li> <li>identify the various options of short term and long term strategic policy directives and programmes aimed at promoting a sustained increase of women in the labour workforce.</li> <li>provide recommendations on how to strengthen mechanisms to deliver, monitor and evaluate results-based strategies and programmes recommended above as well as to achieve gender equality in the workforce.</li> </ol> </li> <li>Conduct dialogue sessions (workshops and expert roundtables) with various relevant stakeholders, including the public and private sectors, academia, civil society and international experts, to derive feedback and buy in on the strategies and programmes identified and proposed.</li> <li>Preparation and submission of final report.</li> </ol>	<p>X</p>	<p>X</p>	<p>MWFC UNDP Project Manager</p>	<p>Cost Share</p> <p>Cost Share</p> <p>Cost Share</p> <p>Trac</p>	<p>International Consultant (Lead Consultant)</p> <p>Local Consultants (Research Consultant and Statistician)</p> <p>Learning Costs (Dialogues/Work-shops)</p> <p>Misc.</p>	<p>20,600</p> <p>18,000</p> <p>7,500</p> <p>5,000</p>
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EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME 2011-2012				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p><b>Output 4</b> Project activities coordinated for timely delivery of project outputs.</p> <p><b>Baseline:</b> No baseline exists.</p> <p><b>Indicators:</b> All project activities are implemented and TWCs are established.</p> <p><b>Targets:</b> All project activities are implemented and TWCs are established according to annual work plans.</p> <p><b>Related CP outcome:</b> 2: Effectively responded to human development challenges and reduced inequalities</p>	<p>1. Appointment of the project manager.</p> <p>2. Setting up of Technical Working Committee.</p> <p>3. Project monitoring and implementation.</p>	X	X	X	X	MWFC UNDP Project Manager	Trac	Project Manager	48,000
		X	X	X	X		Trac	IT Equipment (Notebook and Printer)	2,500
		X	X	X	X		Trac	Travel (Travel tickets)	480
							Trac	Travel (DSA/TE)	5,420
							Trac	Misc.	4,000
<b>TOTAL</b>									<b>238,500</b>





## V. MANAGEMENT ARRANGEMENTS



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

### **National Steering Committee (NSC)**

A National Steering Committee will provide guidance and direction to the project implementation process according to the established detailed work plan monitoring tool will be chaired by the Secretary General of MWFCD. The Committee will be composed of representatives from MWFCD, EPU, MOHR, MOHE, MOE, DOS, UNDP and other relevant stakeholders to be identified. The TORs of the NSC shall be agreed among the stakeholders within the first six months of the project.

### **National Project Director (NPD)**

The National Project Director, who will be the Undersecretary, Policy Division, the Ministry of Women, Family and Community Development (MWFCD), will be responsible for coordinating project activities among the main parties to the project. Among these responsibilities are ensuring that the project document and project revisions requiring Government's approval are verified by MWFCD and processed through the Government co-ordinating authority in accordance with established procedures and providing direction and guidance on project-related issues. The NPD also has the authority to disburse funds upon the advice from the National Steering Committee or the Project Manager based on the required project milestones.

### **Technical Working Committee (TWC)**

A technical working committee will be established to handle all technical matters relating to the project and will be chaired by the Deputy Secretary-General (Strategic), MWFCD. The members of the TWC will consist of MWFCD, EPU, MOHR, MOHE, MOE, DOS, UNDP and other relevant stakeholders to be determined by the National Steering Committee.

### **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 Malaysian Government.

### **Project Manager**

The Project Manager will manage the project on behalf of the NSC and the TWC in close coordination within the Term of Reference agreed to by the NSC and the TWC. The Project Manager is responsible for day-to-day management and decision-making for the project together with an identified officer of the implementing agency. 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.

The Project manager will be recruited externally and will report administratively and programmatically to the NPD and reports on project progress during Steering Committee meetings. He or she will prepare progress reports in timely and required manner, and provide the information needed to agree disbursement of funds. The TOR of the project manager shall be agreed among the stakeholders as soon as the project commences.

### **Financial Management**

Based on the approved AWP, UNDP will provide required financial resources to the Implementing Partner to carry out project activities during the annual cycle. Under the Harmonized Approach to Cash Transfer (HACT), the following modalities may be used:

- Direct cash transfers to the Implementing Partner, for obligations and expenditures to be made by them in support of activities;
- Direct payments to vendors and other third parties, for obligations incurred by the Implementing Partner;
- Reimbursement to the Implementing Partner for obligations made and expenditure incurred by them in support of activities

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

- Managing UNDP's resources to achieve the expected results
- Maintaining an up to date accounting system that contains records and controls to ensure the accuracy and reliability of financial information and reporting. Expenditures made should be in accordance with the, Annual Work Plans and budgets.

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

A project revision shall be made when appropriate; to respond to changes in the development context or to adjust the design and 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 Support Services**

Generally, UNDP provides two categories of services to programmes/ projects; the first of which includes general oversight, management, and quality control, while the second category includes direct services in the context of implementation such as:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposal
- Organization of training activities, conferences, and workshops, including fellowships
- Travel authorization, visa requests, ticketing, and travel arrangements

The above will be carried out based on UNDP policies and procedures following the principles of best value for money, fairness, integrity, transparency, and effective competition. In this connection, reference is made to the Letter of Agreement for the Provision of Support Service which was signed between UNDP and the Government (EPU) on 6 December 2001.

UNDP will charge for the support services as follows:

- a. provision of general management support (GMS) for activities funded under Government Cost sharing (CS) at 6%
- b. for providing implementation support services (ISS) the charges will be based on actual cost or on the Universal Price List (UPL) applicable for both TRAC and CS funded activities

### **In-Kind Contribution**

In addition to the financial resources through UNDP, the implementing partner will provide the following in-kind contribution:

- Assist in gaining access to all relevant data and information required to for the project that is accessible for public viewing;
- Office space (i.e. room/workspace) for the Project Manager, consultants and experts;
- Use of office support facilities by the Project Manager, consultants and experts (e.g. fax machine, stationary, photocopying machine, telephone), and secretarial support where applicable;
- Facilities for convening meetings, workshops and seminars.

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## **VI. MONITORING FRAMEWORK AND EVALUATION**

The project activities will be closely monitored by UNDP. In compliance with UNDP regulations, the following will be conducted:

### **a) Project Monitoring and Review Meetings**

- **National Steering Committee Meetings**

The National Steering Committee (NSC) will meet after the receipt of each project report or at least twice a year, whichever is greater and address project issues raised by the Project Manager, review project progress reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to the project document. A final NSC meeting should also be held at the end of project completion to agree to and endorse the final findings and outcomes of the project and to make recommendations towards project closure.
- **Technical Working Committee Meetings**

The Technical Working Committee (TWC) will meet as regularly as required to assist the NSC in monitoring and advising the technical implementation of the project and its activities. The TWC acts as the technical advisors to the NSC, and regularly reviews the progress of all project components.
- **Annual Project Review Meeting**

This internal review meeting will be chaired by EPU during the fourth quarter of the year to assess the performance of the project based on the Annual Work Plan (AWP) submitted at the beginning of the calendar year as well as the Annual Progress Report submitted during the fourth quarter of each calendar year. The review will involve all key project stakeholders and the Implementing Partner, and will focus on the extent to which progress have been made towards achievement of the outputs and that they remain aligned to appropriate outcomes as outlined in the project document. This review should update output targets and results achieved. In the last year of the project, the review will be a final assessment.
- **Final Project Review Meeting**

A Final Project Review meeting will be conducted towards the end of the project completion. Its purpose is to assess the performance and success of the project. It should look at sustainability of the results, including the contribution to related outcomes (and the status of these outcomes) and capacity development. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-funded projects. The meeting will discuss the Final Project Review Report that should be submitted two weeks prior to the Final Project Review Meeting.

### **b) Progress Reporting Documents**

- **Mid Year Progress Report**

A Mid Year Progress Report shall be prepared by the Project Manager and shared with the EPU/ NSC by 30 June of each project year. As a minimum requirement, the Mid Year Progress Report shall utilize the standard template for the Annual Project Report (APR) covering a six month period.

- Annual Progress Report (APR)

An Annual Progress Report shall also be prepared by the Project Manager and shared with the EPU/ NSC by the end of the last quarter of each year. The Annual Progress Report shall highlight risks and challenges, the summary of results achieved, and lessons learnt of the project for that reporting year.

- Final Project Review Report

This document which is prepared by the implementing partner is a structured assessment of progress based on the chain of results initially defined in the Project Document and Annual Workplans and will include information on financial allocations of expenditure. It may be supplemented by additional narrative to meet specific reporting needs of stakeholders, especially the donor(s). The following should be submitted together with the report:

- Lessons learnt log - summarizing the information captured throughout the implementation of the project
- Minutes of NSC meetings
- Minutes of TWC meetings
- Annual signed CDRs
- Statements of cash position (if applicable)
- Statements of assets and equipment

This report will be discussed at the Final Project Review meeting mentioned above.

- Final Project Evaluation

Project evaluation assesses the performance of a project in achieving its intended results. It yields useful information on project implementation arrangements and the achievement of outputs. It is at this level that direct cause and attribution can be addressed given the close causal linkage between the intervention and its effect or output. Project evaluation provides valuable information to support informed decision-making and serves to reinforce the accountability of project managers. Depending on the purpose, project evaluations can be commissioned by the management at any time during the project cycle: at mid point, just before or after completion. They should ideally take place around the time of completing a project to determine the future of the project (e.g. continuation or termination of the project), to decide whether the concept should be scaled up or replicated elsewhere, and/or to generate lessons that are of strategic significance for the organization. The evaluation should be conducted by an independent consultant.

### **c) Financial Monitoring and Quality Assurance**

- Combined Delivery Reports

The Combined Delivery Report (CDR) is the report that reflects the total expenditures and actual obligations (recorded in Atlas) of a Project during a period. This report is prepared by UNDP using Atlas and shared with the implementing partner on a quarterly basis and at the end of each year. The Implementing Partner is required to verify each transaction made and sign the quarterly issued CDR report. Statements of cash position as well as assets and equipments should also be submitted together with the CDR on a yearly basis.

- Audit

Audit is an integral part of sound financial and administrative management, and of the UNDP accountability framework. The project will be audited at least once in its lifetime and in accordance with the threshold established for the annual expenditures by the Office of Audit

and Investigations (OAI). The audit provides UNDP with assurance that resources are used to achieve the results described and that UNDP resources are adequately safeguarded

The selection of an Audit Firm shall be through a competitive Request for Proposals, in consultation with the Implementing Partner and EPU or if possible shall be performed by the National Audit Authority. UNDP procedures must be followed as per the specific Terms of Reference for Audits of NEX/NIM Projects.

The audit is expected to provide assurance related to the following broad areas:

- Project progress and rate of delivery (PP)
- Financial management (FM)
- Procurement of goods and /or services (PR)
- Human resource selection and administration (HR)
- Management and use of equipment and inventory (EQ)
- Record-keeping systems and controls (R)
- Management structure (MS)
- Auditors' comments on the implementation status of prior year audit

#### **d) Technical Reports**

The following reports should be produced by the consultants with an indicative timing of submission. The approval of reports is subject to the endorsement of the TWC and the NSC.

##### Inception Report

The inception report should provide the description of activities to be undertaken, the adopted methodology, detailed work plan (containing clear delegation of work and its timeline), the final list of experts, stakeholders and organizations/networks involved. This will be prepared after the first NSC meeting.

##### Interim Report

This report shall include interim findings based on the outputs defined in the project document and shall be submitted by month 6 of the project.

##### Final Report

This report shall comprise the final findings of the project as well as a description of the activities undertaken and the outputs achieved throughout the project as well any lessons learnt and should be submitted in the final quarter of the project.

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## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the Supplemental Provisions to the Project attached hereto and forming an integral part hereof, as "the Project Document"

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

(The term "Government Co-Operating Agency" mentioned in the Supplemental Provision shall mean the executing agency/implementing partner to the project as stated in the cover page of this document).

## ANNEXES

**Risk Analysis:** An assessment of risks that may affect the project should be conducted during the formulation. Please refer to the section "Defining a Project".

Use the standard Risk Log template

Please refer to the Deliverable Description of the Risk Log for instructions

**Agreements:** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>26</sup> (where the NGO is designated as the "executing entity") should be attached.

**Terms of Reference:** TOR for key project personnel should be developed and attached

**Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

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<sup>26</sup> For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.



**ANNEX I: Risks and Mitigation**

Description	Type	Impact & Probability	Mitigation Measures
The value of US Dollars foreign exchange against the ringgit may reduce during the project cycle	Financial	Probability: Medium Impact: Medium	There will be a need to regularly monitor the exchange rate to ensure that it does not affect the budget of the project. If there are major changes, the budget will be adjusted accordingly and approved by the NSC.
The timely implementation of the project could be delayed if the consultants are not able to access all the data required to conduct the study.	Others	Probability: Medium Impact: Medium-High	The delays will need to be mitigated through ensuring that all relevant stakeholders understand the objective of this study and are willing to share the necessary data needed.

## **ANNEX II: Financial arrangements**

The UNDP Resident Representative ensures that the project has an internal control system that allows it to monitor effectively the financial activity of the project and to support and monitor the progress towards achieving results.

UNDP may assist with direct payments to other parties for goods and services provided to the project. In this connection, the government implementing agency will forward to the UNDP a standard form.

### **ANNEX III: 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 Ministry of Women, Family and Community Development (MWFC) or someone assigned by the Secretary General.

The Policy Division of MWFC will act as Secretariat to the NSC. Members of the NSC will consist of representatives from the MWFC, EPU, MOHR, MOHE, MOE, DOS, UNDP and other relevant stakeholders to be determined by the Committee.

The NSC will meet after the receipt of each project report or at least 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 fulfilment of the objectives stated in the project document;
- 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;
- Advice on the long term sustainability strategy of the project;
- Review and approve all related reports to the projects.

#### **ANNEX IV: 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 Deputy Secretary-General (Strategic) from the Ministry of Women, Family and Community Development (MWFCD) and the Policy Division of MWFCD will act as Secretariat to the TWC. The members of the TWC will consist of representatives from the MWFCD, EPU, MOHR, MOHE, MOE, DOS, UNDP and other relevant stakeholders to be determined by the NSC.

The TWC will be specifically responsible for:

- Provide guidance and decisions on matters pertaining to the technical aspects of the project such as the training needs assessment, the training implementation strategy and the development of the training modules to ensure that they meet with the objectives set in the project document and with international good practices and standards ;
- Monitor and evaluate the technical implementation of the project towards fulfilment of the objectives stated in the project document;
- Review and comment on the proposed technical work plan and budget; and
- Regular monitoring of the progress of the project and recommend approved technical reports to the NSC ;

## **ANNEX V: TERMS OF REFERENCE: National Project Director**

National Project Director is a staff member of the Government of Malaysia's implementing agency of a UNDP-supported project and in this case will be the Undersecretary, Policy Division, the Ministry of Women, Family and Community Development (MWFCD). 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 the project manager and UNDP and his/her responsibilities include:

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

## **Annex VI: 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 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 the National Project Director 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: 1 year

Reports to: National Project Director and UNDP

### Qualifications and skills:

1. Masters degree or equivalent in social science, development studies, gender studies or a related discipline. Work experience in lieu of formal qualifications will also be considered.
2. At least 5 years experience in a supervisory capacity in an NGO or private sector, with a good understanding of developmental issues, especially in relation to gender. Experience working on a UNDP project would be an added advantage.
3. Experience in project management is required. Candidate must also be able to multitask and work independently without close supervision.
4. Some knowledge in labour economics would be advantageous.
5. Be proactive, energetic, committed and innovative.
6. Must have good interpersonal and organizations skills and is matured, diligent, open-minded and dedicated.
7. A strong command of written and spoken English and Bahasa Malaysia.

**ANNEX VII: Project Annual Report Template**

**DATE:**

**Award ID:**

**Description:**

**Implementing Partner:**

**Period Covered:**

**1. Project Issues:**

Status of Project Risks:	Open Project Issues:
--------------------------	----------------------

**2. Project Performance**

<b>OUTPUT 1:</b>						
ID						
Description:						
YYYY target:						
YYYY Achievement:						
<b>Activity ID:</b>						
Deliverable Description:						
Start and End Date:						
% Progress to date						
Quality Criteria		Date	Results of Activities			
			User Perspective	Resource Status	Timeliness	
Financial						
Account	Fund	Donor	R. Party	Budget	Expenditure	Balance
<b>OUTPUT 2:</b>						
Project ID						
Description:						
YYYY Target:						
YYYY Achievement						
<b>Activity ID:</b>						
Deliverable Description:						
Start and End Date:						
% Progress to date						
Quality Criteria		Date	Results of Activities			
			User Perspective	Resource Status	Timeliness	
Financial Summary						
Account	Fund	Donor	R. Party	Budget	Expenditure	Balance

**3. Lessons Learned**

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# ANNEX VIII: Funding Authorization and Certificate of Expenditures Form

## Funding Authorization and Certificate of Expenditures

UN Agency: XXXXXXXXXXXXX

Date: DDMMYYYY

Country: XX  
 Programme Code & Title: XX  
 Project Code & Title: XX  
 Responsible Officer(s): XX  
 Implementing Partner: XX

Type of Request:  
 Direct Cash Transfer (DCT)  
 Reimbursement  
 Direct Payment

Currency: \_\_\_\_\_

Activity Description from AWP with Duration	Authorised Amount MM/AM/YYYY A	Actual Project Expenditure B	Expenditure Accepted by Agency C	Balance D = A - C	Outstanding Authorised Amount E	Outstanding Authorised Amount G = D - F
XX						
XX						
XX						
XX						
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### CERTIFICATION

The undersigned authorized officer of the above-mentioned Implementing Institution hereby certifies that:  
 The funding request shown above represents estimated expenditures as per AWP and itemized cost estimates attached.  
 The actual expenditures for the period stated herein has been disbursed in accordance with the AWP and request with itemized cost estimates. The detailed accounting documents for these expenditures can be made available for examination, when required, for the period of five years from the date of the provision of funds.

Data Submitted: \_\_\_\_\_ Name: \_\_\_\_\_ Title: \_\_\_\_\_  
 NOTES: \* Shaded areas to be completed by the UN Agency and non-shaded areas to be completed by the counterpart.

### FOR AGENCY USE ONLY:

FOR ALL AGENCIES  
 Approved by: \_\_\_\_\_  
 Name: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Date: \_\_\_\_\_

### FOR UNICEF USE ONLY

Account Charges Cash Transfer Reference CRQ ref. no., Voucher ref. no.	Liquidation Information DCT Reference: CRQ ref. no., Liquidation ref. no.	DCT Amount
Training		0
Travel		0
Meetings & Conferences		0
Other Cash Transfers		0
<b>Total</b>		<b>0</b>

### FOR UNFPA USE ONLY

New Funding Release	
Activity 1	0
Activity 2	0
<b>Total</b>	<b>0</b>



ANNEX IX: Letter of Agreement for the Provision of Support Service



UNIT PERANCANG EKONOMI  
Economic Planning Unit  
JABATAN PERDANA MENTERI  
Prime Minister's Department  
BLOK B5 & B6,  
PUSAT PENTADBIRAN KERAJAAN PERSEKUTUAN  
62502 PUTRAJAYA,  
MALAYSIA

Telefon: 88883333  
Fax:

Ruj. Tuan:  
Your Ref:

Ruj. Kami:  
Our Ref: (2) JUPES01/100/299

Tarikh:  
Date: 13 December 2001

BY FAX: (03)2552870 / BY HAND

Resident Representative  
United Nations Development Programme  
Wisma UN  
Blok C Komplek Pejabat Damansara  
Jalan Dungun  
Damansara Heights  
50490 KUALA LUMPUR

REC'D: 26	DEL 2001
RR	<input checked="" type="checkbox"/>
DRR	<input type="checkbox"/>
ADMIN	<input checked="" type="checkbox"/>
FINANCE	<input type="checkbox"/>
GEN. SVC	<input type="checkbox"/>
PROG. 1	<input type="checkbox"/>
PROG. 2	<input type="checkbox"/>
PROG. 3	<input type="checkbox"/>
PROG. 3/GEN/SVC	

to send  
ARA

Dear Madam,

Letter of Agreement Between UNDP and the Government For the Provision of Support Services under National Execution

Reference is made to your letter dated 26 October 2001 on the above subject.

2. We are pleased to attach herewith two (2) copies of the duly signed letter of agreement for your further action.

Thank you.

Yours sincerely,

(Patricia Chia Yoon Moi)  
for Director General  
Economic Planning Unit



Dear Sir,

1. Reference is made to consultations between officials of the Government of Malaysia (hereinafter referred to as "the Government") and officials of UNDP with respect to the provision of support services by the UNDP country office for nationally executed programmes or projects. UNDP and the Government hereby agree that the UNDP country office may provide such support services at the request of the Government through its Executing Agent designated in the relevant project document, as described below.

2. The UNDP country office may provide support services for execution activities, such as assistance with reporting requirements and direct payment. In providing such support services, the UNDP country office shall ensure that the capacity of the Executing Agent is strengthened to enable it to carry out such activities directly. The costs incurred by the UNDP country office in providing such support services shall be recovered from the cost-sharing component of the project where applicable.

3. In addition, the UNDP country office may provide, at the request of the Executing Agent, the following support services for implementation activities:

- (a) Identification and assistance with and/or recruitment of project and programme personnel;
- (b) Identification and facilitation of training activities, including fellowship, short-term training and study tours;
- (c) Procurement of goods and services; and

4. The procurement of goods and services and the recruitment of project and programme personnel by the UNDP country office shall be in accordance with the UNDP regulations, rules, policies and procedures. Support services described in paragraph 3 above shall be detailed in an annex to the project document, in the form provided in Attachment hereto. If the requirements for support services by the country office change during the life of a programme or project, the annex to the project document is revised with the mutual agreement of the UNDP Resident Representative and the Executing Agent.

5. The relevant provisions under Article VIII of the Agreement between United Nations Special Fund and the Government of the Federation of Malaya concerning assistance from the Special Fund dated 25 July 1961, regarding facilities, and privileges and immunities, shall apply to the provision of such support services. The Government shall retain overall responsibility for the nationally executed programme or project through its designated Executing Agent. The responsibility of the UNDP country office for the provision of the support services described herein shall be limited to the provision of such support services detailed in the annex to the project document.

6. Any claim or dispute arising under or in connection with the provision of support services by the UNDP country office in accordance with this letter shall be handled pursuant to the relevant provisions under Article IX of the Special Fund Agreement.

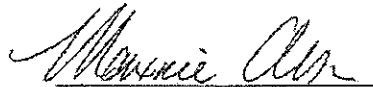
7. The manner and method of cost recovery by the UNDP country office in providing the support services described in paragraph 3 above shall be specified in the annex to the project document.

8. The UNDP country office shall submit progress reports on the support services provided and shall report on the costs reimbursed in providing such services, as may be required.

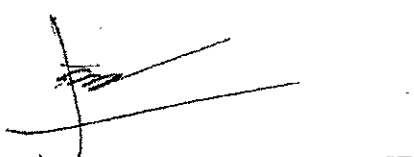
9. Any modification of the present arrangements shall be effected by mutual written agreement of the parties hereto.

10. If you are in agreement with the provisions set forth above, please sign and return to this Office two signed copies of this letter. Upon your signature, this letter shall constitute an agreement between your Government and UNDP on the terms and conditions for the provision of support services by the UNDP country office for nationally executed programmes and projects.

Yours sincerely,



Signed on behalf of UNDP  
Maxine Olson  
Resident Representative



For the Government  
Name/title: Iskandar Dzakurnain b. Badarudin  
Date: Director General  
Economic Planning Unit  
Prime Minister's Department

6 DEC 2001

