

United Nations Development Programme

Country: MALAYSIA



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PROJECT DOCUMENT

Project Title: Study on Housing for the B50% Income Group and the Challenges of Urbanization in Malaysia

UNDAF Outcome(s):

Not Applicable

Expected CP Outcome(s):

- a. A new national policy framework developed to promote inclusive growth and sustainable human development policies and strategies; and
- b. The bottom 50% of income group receive better access to education, health and social protection programmes and benefit disproportionately from new inclusive growth policies and strategies

Expected Output(s):

The effectiveness of poverty reduction strategies and programs enhanced through better linkage with issues relating to urbanization and environmental sustainability

Implementing Partner: Economic Planning Unit (Social Services Section)

Responsible Parties: Economic Planning Unit (Social Services and International Cooperation Sections), UNDP Malaysia

Brief Description

This is estimated to be a 21-month project (January 2014 – September 2015) focusing on housing for the bottom 50% of income group in major urban centres of Malaysia, with clear linkages to relevant initiatives and projects in the 10th Malaysia Plan (10MP) and the National Housing Policy (NHP) with the aim of providing inputs to the 11th Malaysia Plan (11MP) and a larger study on the Urban Vulnerable Group (UVG) by the Economic Planning Unit (EPU). It emphasizes on multidimensionality and linkage to wider issues of urbanization in its analysis. Through a combination of primary research, socio-spatial mapping, international best practices, literature review, desk research and stakeholder consultation, a full report capturing key findings and implementable policy recommendations will be put forward in a clear manner to stakeholders. A series of more technical inputs will be commissioned to supplement the main report. The EPU Social Services Section is the Implementing Partner guided by a National Steering Committee (NSC) and a Technical Working Committee (TWC).

Programme Period:	2014-2015	2014 AWP Budget	USD317,300
Key Result Area (Strategic Plan 2014-2015):		2015 AWP Budget	USD182,700
Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services		Total resources required	USD500,000
Atlas Award ID:		Total allocated resources:	
Project ID:		UNDP managed fund:	
Start date:	Jan 2014	TRAC	USD200,000
End Date:	Sep 2015	Government CS	USD300,000
LPAC Meeting Date:	11 Sep 2013	GMS 6% of Government CS	USD18,000
Management arrangements	NIM	Total	USD518,000
		Government of Malaysia (GoM):	
		Parallel Funding	USD1,000,000

Agreed by (Economic Planning Unit):


DATUK DR RAHAMAT BIVI BT. YUSOFF
 Director General
 Economic Planning Unit
 Prime Minister's Department

Date/Month/Year

Agreed by Resident Representative:


Michelle Gyles-McDonnough
 Resident Representative

Date/Month/Year





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ABBREVIATIONS

9MP	9 th Malaysia Plan
10MP	10 th Malaysia Plan
11 MP	11 th Malaysia Plan
APR	Annual Progress Report
ARR	Assistant Resident Representative
AWP	Annual Work Plan
B50	Bottom 50% of income group
BNM	Central Bank of Malaysia
CBD	Central Business District
CDR	Combined Delivery Report
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Project Document
CRPD	Convention on the Rights of Persons with Disabilities
CS	Cost Sharing
CSR	Corporate Social Responsibility
DBKL	Kuala Lumpur City Hall
DOS	Department of Statistics
DSA	Daily Subsistence Allowance
EPP	Entry Point Project
EPU	Economic Planning Unit, Prime Minister's Department
ETP	Economic Transformation Programme
GoM	Government of Malaysia
GMS	General Management Support
GNI	Gross National Income
HACT	Harmonized Approach to Cash Transfer
HBA	National House Buyers Association
HDR	Human Development Report
ICU	Implementation Coordination Unit
ISS	Implementation Support Service
JPBD	Department of Town and Country Planning
JPN	National Housing Department
KL	Kuala Lumpur
KPKT	Ministry of Urban Well-Being, Housing and Local Government
KPWKM	Ministry of Women, Family and Community Development
KWP	Ministry of Federal Territories
MDG	Millennium Development Goals
MOF	Ministry of Finance
NAPIC	National Property Information Centre
NIM	National Implementation Modality
NEM	New Economic Model

NHP	National Housing Policy
NKEA	New Key Economic Area
NPD	National Project Director
NSC	National Steering Committee
PJ	Petaling Jaya
PPR	Low-Cost Housing Project
PWD	Person With Disability
RA	Research Assistant
REHDA	Real Estate and Housing Developers' Association of Malaysia
RR	Resident Representative
SPAD	Land Public Transport Commission
TRAC	Target for Resource Assignment from the Core
TOR	Terms of Reference
TWC	Technical Working Committee
TWG	Technical Working Group
UN	United Nations
UNDP	United Nations Development Programme
UVG	Urban Vulnerable Group

I. SITUATION ANALYSIS

Introduction – Urbanization and the Housing Challenge

According to World Urbanization Prospects¹, Malaysia has 72.8% of its population living in urban areas in 2011. This is expected to increase to 77.9% (higher than the official target of 73.5%) by 2020 with an average urban growth rate of 2.08% between 2015 and 2020. National statistics² show that Peninsular Malaysia is estimated to have an average of 63.1% urban population in 2005, Sabah 53.2% and Sarawak 54.6% with an average rate of growth of 4.93% for the whole of Malaysia between 1991 and 2000.

Urban concentration and increasing density present both opportunities and challenges for human development in the country. On the one hand, urban agglomerations create the synergies of a dynamic innovative ecosystem for economic progress attracting skilled human capital and talent to move to creative, liveable cities. On the other hand, unmanaged urbanization puts an increasing strain on natural resources, threatens quality of life through the emergence of urban blight and widens geographical inequalities between urban and rural areas.

One of the key challenges caused by rapid urbanization to improving the well-being of Malaysians, in particular the bottom 50% of income group (B50), living in urban and peri-urban areas across the country is housing. Urban land markets, housing construction and the provision of urban services have been swamped by the speed of urban growth. With the rapid expansion of cities and increases in the value of land, the lower income groups are often compelled to live in inner-city slums or pushed to the peri-urban areas on the fringes of the cities where residents are more isolated. The central role played by land rights and the provision of secure tenure, particularly in increasing access to improved housing, is increasingly recognized. As a result, the conventional and static emphasis on ownership and individual titling has given way to an understanding of land rights as a continuum with varying degrees of land and housing security.

The lack of an efficient and integrated approach to housing renders many people into a state of homelessness or dilapidated housing conditions. It has a disproportionately huge impact on equity particularly for women, the disabled and the urban poor. Therefore, it is important to recognize housing not only as a social good but as a universal human right. The State should guarantee access to adequate, affordable and quality housing for all its citizens.

Institutional and Policy Context – Housing under 10th Malaysia Plan (2011 – 2015)

A study by Idrus, Noraliah and Ho, Chin Siong (2008) "Affordable and quality housing through the low-cost housing provision in Malaysia" provides a good overview of housing policy in Malaysia from the 1st Malaysia Plan (1MP, 1966-1970) to the 9th Malaysia Plan (9MP, 2000-2010), detailing changes in national approaches to housing from pre-independence right up to 2010 in the various aspects of focus, policy attention, strategies and key documents underpinning them. In the 9MP period, housing for the hardcore poor received 100% public funding, low-cost housing 44%, low-medium cost 28%, and medium

¹ <http://esa.un.org/unup/>

² Department of Statistics (various years)

cost 23%. This shows that other than housing for the hardcore poor, private sector has evolved to become an important provider of housing for the low income groups.

In the beginning of the 10th Malaysia Plan (10MP) period (2011-2015), there was an acceleration in residential house prices which recorded a quarterly price increase of above 10% since 4Q 2011, a marked increase from the historical average of 3.2% from 2001 to 2009³. This is primarily driven by rapid urbanization and demographic change causing a surge in housing demand. The growth in house prices has attracted new property development mainly in the higher price segments, with units above RM1 million topping the range. The increasing demand for affordable housing of the low-to-middle income groups is not met and therefore, many turned to the secondary market (about 80% of property transactions to meet demand by the general population has been taking place in the secondary market⁴), further driving up existing house prices in the lower-to-middle price segments.

The National Housing Policy (NHP) was launched in 2011, in line with the 10MP focus on the provision of adequate housing, as well as ensuring a safe, healthy and harmonious living environment equipped with complete public amenities and quality recreational facilities. The NHP has the 3 objectives of (i) Providing adequate and quality housing with comprehensive facilities and a conducive environment; (ii) Enhancing the capability and accessibility of the people to own or rent houses; and (iii) Setting future direction to ensure the sustainability of the housing sector. The NHP objectives are further articulated through 6 broad thrusts and 20 policy statements⁵.

On top of that, the government has introduced a raft of housing programmes to ensure an adequate supply of affordable housing to the lower and middle income groups in its various budget announcements under 10MP. In the 2013 budget, the government has initiated and expanded on various affordable housing schemes, fiscal measure to deter property speculation, incentives to increase access to finance and credit, and also budget allocation to revive abandoned housing projects.

10MP also marks a decisive shift in Malaysia's development planning approach, moving from a sectoral to a spatial focus, mooted the idea of Greater Kuala Lumpur which was operationalized as a National Key Economic Area (NKEA) under the Economic Transformation Programme (ETP). Various Entry Point Projects (EPPs) such as Talent Attraction, High Speed Rail, My Rapid Transit, River of Life, Pedestrian, Solid Waste Management, Sewerage – Non River, Iconic Places, Greener KL have been initiated to create a city that will attract talents to live, work and play in Malaysia's capital city and its wider agglomeration. Cities are seen as the engine of growth to drive five regional economic development corridors i.e. Iskandar Malaysia in South Johor, Northern Corridor Economic Region, East Coast Economic Region, Sabah Development Corridor and Sarawak Corridor of Renewable Energy.

³ Bank Negara Annual Report 2012

⁴ Ibid

⁵ Refer to Annex I for details

Low-Cost Housing (PPR) and Housing for the B50

In general, federal government policy on low-cost housing (PPR) can be summarized as follows: (i) 30% low cost component for private sector (ii) imposing price ceiling (iii) targeting household income below a certain income threshold (iv) quota for certain groups e.g. disabled and public sector employees and (v) minimum design standards. There are also similar policies at the state and local levels. PPR is divided into PPRS (for rental) and PPRM (for ownership) and its coverage has been expanded under 10MP. The provision of low-cost housing is considered to be sufficient with the units built surpassing the targets, contributed in large part by the private sector.

However, the supply of low-cost housing has continuously exceeded official targets but there is only a small reduction in the number of squatter families. There is a problem of mismatch where locations of PPR are either not suitable or do not have access to transportation network resulting in high number of unsold and unfilled units. There could also be a problem of mis-targeting due to weakness in the registration and distribution system and lack of regulation in sub-sale transactions. Furthermore, low income groups find difficulties in obtaining loans and accessing finance to purchase low-cost houses. The quality of life of PPR residents is threatened by poor maintenance of PPR, vandalism, high occurrence of crime and unsafe neighbourhood leading to public stigma and further isolation of the low income group living in PPR.⁶

Moreover, on the 30% low cost component for low-cost housing, private developers have the option of paying compensation/penalty instead of building low-cost houses which could be more profitable. There are also enforcement issues and bottlenecks, both legal as well as capacity, at the local authority levels which have resulted in this policy not well implemented and thus, requires revisiting.

Due to recent acceleration in house prices in the lower-to-middle price segments coupled with a continuous drop in national poverty rates, there is now an increasing need to look at the housing needs of the B50 besides those officially classified as poor. There must be a holistic approach to expand the policy coverage to low-medium cost and medium cost houses which are predominantly determined by market forces.

Objective of the Study

The study is commissioned to achieve the following objectives:

1. To take stock of housing conditions using a multidimensional framework and generate content that can serve as inputs to the 11th Malaysia Plan (11MP) and a larger study on the Urban Vulnerable Group (UVG) by the Economic Planning Unit (EPU).
2. To undertake analysis of the key findings and provide implementable policy recommendations to stakeholders looking major urban agglomerations in Malaysia.

⁶ By REHDA Malaysia in the Housing Workshop for Lower Income Group in Malaysia; http://www.epu.gov.my/c/document_library/get_file?uuid=8c3ff18f-58ca-4b80-9dae-d435fa39f201&groupId=283545

Scope of the Study

The study will focus on housing for the B50 in the Klang Valley in the central region, Penang in the northern region, Kuantan in the Eastern region, Johor Bahru in the southern region and Kota Kinabalu, Sabah and Kuching, Sarawak using a combination of processes including reviews of relevant policy documents and housing statistics, undertaking surveys and mapping exercise, as well as discussions with key government ministries/agencies/departments and other principal actors identified in the course of the research. The study will cover the following activities:

1. Establishing a multidimensional framework for liveability

The first activity establishes a multidimensional framework to look at the impact of housing on the residential structure and development outcomes of the residents. Among the key questions to be answered are “*Whether or not a targeted household i.e. the urban poor is offered accommodation in PPR*”, “*Who are excluded from the PPR process and why?*”, “*What kind of accommodation is offered i.e. the quality of housing?*”, and “*What type of neighborhood are PPR located in and whether wider services are available in those neighborhoods?*”

Beyond providing physical shelter to the poor, the design of a housing project can also be leveraged to achieve outcomes such as residents’ social network, economic opportunities and health access. If not designed and implemented properly, neighborhoods can deteriorate to become a place for socio-spatial differentiation, perpetuating further social isolation of the urban poor from the wider community. Similarly, lack of access to dispute resolution systems and inability to participate in the political life can also lead to violence and instability. By considering the effects of different housing types and neighborhoods such as income-mixing initiatives, housing projects can be engineered to achieve social mobility and intended socio-economic effects.

Gender and housing is another important aspect to look into in the study and the right to adequate housing is an integral part of women’s human rights. Housing issues and barriers are experienced differently by men and women, especially affordability and access, location, quality and design, homelessness, emergency housing and eviction. A lack of adequate housing and security of tenure has been shown to make women more vulnerable to violence. Secure tenure and equal property rights are critical issues for women and these depend in large part on women’s ability to own land and housing.

As indicated by the 2010 MDG report produced by EPU and UNDP, urban female-headed households in 2009 had a higher probability of being poor than urban male-headed households and rural female-headed households. This represents a change from 1989 when rural, but not urban, female-headed households had a higher probability of being poor than male-headed households. Among the poor, female-headed households are at the very bottom of the income distribution.

Gender disaggregated data and figures for female-headed households should be used in the analysis as much as possible. Patriarchal qualities are often infused into the built

environment creating gendered domestic spaces in homes that often reproduce certain social relations that are gender biased. Besides meeting minimum design standards for PPR, design elements should also be more gender sensitive. This is because strong gender coding built into domestic architecture legitimizes a particular form of gender differentiation and domestic division of labor.

Similarly, rights to housing have crucial impacts on persons with disabilities. Poor urban living conditions, including inadequate housing and overcrowding, all compromise the health of its dwellers. Women and disabled people as well as children and the elderly⁷ are all particularly vulnerable to these factors. For example, persons with disabilities are often poorest of the poor and among the most marginalized and excluded. Thus, a pronounced focus on persons with disabilities in the analysis, in addition to other vulnerable groups including women, would significantly strengthen the equity-/inclusiveness-based approach of the study and therefore enhance its added value.

The explicit focus on persons with disabilities would demonstrate Malaysia's continuous leadership and commitment to promoting and protecting the rights of persons with disabilities, particularly in the context of equitable and inclusive urban development, building upon UNDP Malaysia's 2008 project "Transport for the Disabled: Support of the Development of Accessible Transport in Penang." Disability-sensitive transportation and housing enable social participation and community integration of persons with disabilities, critical elements for realizing their basic human rights. Disability-sensitive evidence and analyses generated would support the government's effort to fulfill various obligations contained in the UN Convention on the Rights of Persons with Disabilities (CRPD), which the Government of Malaysia ratified in July 2010 and is mandated to report the progress periodically. Housing is specifically mentioned under Articles 9 (Accessibility) and 28 (Adequate standard of living and social protection) of the CRPD.

Persons with disabilities (PWDs) constitute one of the focus vulnerable populations in 10MP under the subheading "Integrating Persons with Disabilities into Society" (p 186) : "... The Plan will focus on integrating PWDs into society to enable them to be independent, productive and valued contributors. Greater efforts will be made to provide easy physical access to transportation and buildings for a more disabled-friendly environment. This will be done through the adoption of universal design standards in buildings, public spaces and parks..."⁸

2. *Profiling the socio-spatial characteristics of the B50 in major urban centres in Malaysia*

This activity undertakes a profiling and mapping exercise of existing housing for the B50 using available national statistics. This can be in terms of housing stock (type of dwelling, type of tenancy and price), household type (family demographics, economic status and

⁷ Important issues include accessibility for vulnerable groups such as the disabled and the elderly (under the approach of independent living), safety and security and creating urban programmes/spaces which support community living i.e. the equal importance of creating space for community activities for children (especially affordable/state sponsored childcare and parks, and playgrounds) and for the elderly i.e. strengthening the implementation for the Housing Policy, particularly under Thrust 6.

⁸ One of the issues in the 10MP which can be discussed under Thrust 5 in the National Housing Policy, is the concept of universal design which is meant to create innovative designs to allow for universally accessible infrastructures.

ethnicity) and location/neighborhoods (CBD, inner city, inner suburban, outer suburban, status, public amenities). The socio-spatial profile provides the macro-framework for subsequent analytical purposes.

3. *Assessing liveability of existing housing of the B50*

This activity provides an assessment of selected B50 housing in major urban centres in Malaysia. It will also map out gender specific concerns and certain socio-spatial behavioral traits of the residents that are important to assess the institutional context and development outcomes of these housing projects. The study will also examine how these citizens are able to exercise their civil and political rights such as being included in the electoral registers, exercise of the right to vote, ability to access the justice system and protection issues. The micro study together with the macro-framework in Activity 2 provides a multidimensional baseline scenario of the liveability and housing conditions of the B50.

At present, there are very few case studies on PPR in Malaysia, much less a mapping exercise focusing on housing for the B50 in a specific urban context. A paper by Goh, Ai Tee and Yahaya Ahmad (2011) "Public Low-Cost Housing in Malaysia: Case Studies on PPR Low-Cost Flats in Kuala Lumpur" does provide case studies on PPR in Kuala Lumpur examining the quality of housing from user perspective covering issues such as house safety, provision of public amenities, unit internal environment, maintenance and surrounding environment, location, sanitary fittings, unit size, type of house, material used, unit internal layout, quality of workmanship, structure of the house and appearance.

However, the sample size is too small to be representative of the major urban centre studied i.e. Klang Valley where there are only 50 respondents from three PPR in Kuala Lumpur. While the emphasis on quality of housing from user perspective is lauded, its focus is limited to architecture and the built environment. Moreover, relying mainly on user perspective has the danger of the study being exposed to adaptive preferences. The study also does not factor in institutional issues, socio-spatial mapping, and development outcomes.

4. *Analyzing principal actors, systems and the institutional context of B50 housing production and allocation in Malaysia*

The key questions to be answered in this section are "Who are the principal actors involved in the provision of B50 housing in Malaysia?" "What are the key institutional processes affecting the production and allocation of such housing?"

The key to understanding the constraints and opportunities in housing is, to a significant extent, found in the activities, policies, ideologies and decisions of the principal actors involved. In Malaysia for example, a case could be made to strengthen the third actor of housing i.e. voluntary sector or housing cooperatives and to create a more structured platform to include civil society and PPR recipients in the housing discourse.

As the activities and decisions of principal actors are subject to wider economic, political and ideological structure of society, it is therefore important to also analyze housing's institutional context. Locating housing within its larger institutional context is consistent with UN Habitat's Enabling Approach to Shelter where "governments have a paramount role to play in creating an appropriate legal, institutional and regulatory environment, and ensuring availability of housing finance for all sectors of society." Perhaps one policy area which can be given more emphasis in Malaysia, in terms of understanding its institutional processes, is rental housing. The slew of measures introduced under Budget 2013 has a strong emphasis on housing ownership but there is currently no policy guideline on housing rental although the NHP Thrust 4 is about "improving the ability of the people to own and rent houses".

5. *Reviewing and strengthening linkages to other urban sectors*

Finally, the last activity reviews the linkages between the entire housing production and allocation system with its related urban services and delivery system and other relevant urban sectors such as transportation, environment, job opportunities, social network, education, healthcare, and so on with emphasis on how associations of the B50 can be brought into the formal institutional context more systematically. Focusing specifically on the urban agglomerations has the advantage of including public authorities from different levels i.e. federal, regional, state and local levels. The entire ecosystem on housing as it relates to urban development can be improved simultaneously as one coherent approach.

For example, one aspect seldom considered is the location of housing and distance from work place, economic opportunities, health and educational facilities as well as public amenities⁹. Transportation behaviour of the B50 is often not taken into consideration and not integrated with urban planning documents and low-cost housing programmes. In Malaysia, the Greater Kuala Lumpur/Klang Valley Public Transport Master Plan has introduced Transit-Oriented Development around major transit routes in Greater Kuala Lumpur but it is not clear how this will impact existing B50 housing and whether their transportation behaviour is taken into consideration in designing Transit-Oriented Development in the region.

⁹ Innovative policy on land tenure may be useful here, for example community mortgage groups/systems and more recently, usufruct arrangements have been adopted as an alternative form of tenure for the purpose of making legal housing more affordable for the urban poor. While usufruct was, in the past, primarily and customarily applied in agricultural and industrial settings, it is now being appropriated for use in the residential context.

II. STRATEGY

This project is in line with the Country Programme Action Plan (CPAP) 2013-2015 outcome of “developing a new national policy framework to promote inclusive growth and sustainable human development policies and strategies” and for “the bottom 40% of households to receive enhanced access to education, health and social protection programmes and benefit disproportionately from new inclusive growth policies and strategies.” More specifically, it supports CPAP Output 1.6 “The effectiveness of poverty reduction strategies and programs enhanced through better linkage with issues relating to urbanization and environmental sustainability”, where housing is a key component.

Housing is a complex package of goods and services with many socio-economic implications. As such, it is insufficient to assess housing for the B50 (low income and lower middle income groups) based on “adequacy of supply” alone but to also take stock of the performance of housing using a multidimensional framework taking into consideration socio-economic factors and some of the issues raised above. Given the size of the urban poor population, a major challenge confronting development agencies, policymakers and social actors concerned with addressing poverty is how to provide better access to secure tenure and housing. Tools and strategies to increase the poor’s access to secure land and housing tenure need to be devised.

There is a need to review the institutional processes underpinning the provision of the entire range of housing with a focus on low-, low-medium and medium-cost housing given the new and changing urban and demographic landscape in Malaysia that has resulted in the surge in housing demand causing an unprecedented rise in house prices in the 10MP period as well as to reduce mismatch and improve targeting. While 10MP has an explicit spatial strategy, very little is said about how housing for the B50 fit into the development of the major urban centres and how to integrate social development analysis into spatial plans. For example, the NKEA has a target of moving Greater Kuala Lumpur from 81% of upper middle-cost housing in 2009 to 85% in 2020. A study on housing for the B50 can provide inputs on how housing provision for the B50 can be integrated into spatial plans and regional development plans as well as the larger 10MP spatial agenda instead of causing unwanted gentrification.

A study focusing on B50 housing provide a timely assessment of our national housing approach to further inform the 2-year old NHP’s broad thrusts and policy statements to identify gaps and strengthen linkage of the NHP to broader issues of urban and human development.

The project will be implemented under a joint programming platform between UNDP and EPU under National Implementation Modality (NIM), where the Government will take ownership of the research process and key findings of the report, thus ensuring sustainability of the project and its relevance to the 11MP. Partnerships with key government ministries, departments and agencies will be developed from the start and throughout the entire research process to establish cross-linkages of programs and initiatives as well as to obtain support in terms of data and information needed for the development of the study.

A series of inputs will be commissioned based on discussion with the core research team to provide more in-depth analytical and technical work related to the topic and also to learn from international best practices on various public housing models. UNDP will leverage on its local and international network of experts in getting the most appropriate researchers and experts for the study.

Stakeholder consultations will be carried out through planned workshops, peer reviews and other closed-door discussions as and when necessary. To complement the usage of quantitative data, focus group discussions and surveys can be done to obtain qualitative data where needed. The key stakeholders are those already identified in the National Steering Committee (NSC) and Technical Working Committee (TWC) as well as others to be identified during the course of project implementation such as Ministry of Health, Ministry of Education, Land Public Transport Commission (SPAD), National House Buyers Association (HBA) and Real Estate and Housing Developers' Association of Malaysia (REHDA).

RESULTS AND RESOURCES FRAMEWORK

Indicated Outcome as stated in the Country Programme Results and Resource Framework:

CPAP Outcome 1: (a) A new national policy framework developed to promote inclusive growth and sustainable human development policies and strategies; (b) The income 50% of households receive better access to education, health and social protection programmes and benefit disproportionately from new inclusive growth policies and strategies

Some indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:

Indicators: Relevant MDG targets and Tenth Malaysia Plan targets

Baseline: Tenth Malaysia Plan

References: Inclusive Policies/Plans developed, Contributions to Eleventh Malaysia Plan

licable Key Result Area (from Strategic Plan 2014-2017):

Result Area: *Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services*

Partnership Strategy: The researchers/experts will work closely with EPU Social Services Section and UNDP under the guidance of the NSC and TWC to execute activities identified and approved for funding under the Project Document

Project title: Study on Housing for the Bottom 50% Income Group (B50) and the Challenges of Urbanization in Malaysia

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Main Report on Housing for the B50 incorporating Inputs I, II, III Baseline: 1. EPU's report on the UVG 2. National Housing Policy 3. Housing programmes under 10MP 4. PR1MA Study 5. Action Plan Report by Jabatan Perumahan Negara</p> <p>Indicators: 1. <i>Multidimensional framework established</i> 2. <i>B50 housing system and institutions reviewed and recommendations provided</i> 3. <i>Linkages to other urban sectors established and recommendations provided</i> 4. <i>Submission to 11MP</i></p>	<p>Targets (2014) -Recruitment and Preliminary Preparations -Inception Report incorporating detailed research methodology and establishing multidimensional framework -Interim Report incorporating Inputs I, II and III</p> <p>Targets (2015) -Final Report incorporating feedbacks, inputs and comments from relevant stakeholders</p>	<ol style="list-style-type: none"> 1. First National Steering Committee Meeting and formation of the Technical Working Committee 2. Recruitment of consultants 3. Preliminary discussion with the consultants on timeline, research methodology, data, work assignment, 4. Literature review and preliminary research 5. Submission of Inception Report 6. Lead and Supporting Researchers to brief consultants in Outputs 2, 3 and 4 and coordinate with them in terms of work plan and inputs into the main report 7. Obtain and incorporate inputs from Outputs 2, 3 and 4 and undertake further analysis and research 8. Submission of Interim Report 9. Feedbacks and inputs from relevant stakeholders 10. Submission of Final Report 11. Technical Working Committee and National Steering Committee meetings 	<p>Researchers Project Coordinator EPU Social Services UNDP</p>	<p>Consultants (USD153,000) Trainings, Workshops, Conference - Stakeholder Workshops, Consultation Seminars (USD22,000) Facilities and Administration (USD10,500)</p>

<p>Output 2</p> <p>Output I: Socio-Spatial Mapping</p> <p>line: Multidimensional Framework established in Output 1</p> <p>Urban Poverty Mapping Report in KL and PJ in 2006</p> <p>Factors: relevant socio-spatial data obtained</p> <p>Database(s) established in EPU</p> <p>Database integration completed</p> <p>Mapping and Analysis delivered</p>	<p>Targets (2014)</p> <p>-Preliminary Report on the results of socio-spatial mapping exercise and analysis</p> <p>Targets (2015)</p> <p>-Final Report incorporating feedbacks, inputs, and comments from relevant stakeholders</p>	<ol style="list-style-type: none"> 1. Recruitment of consultants 2. Work assignment and briefing by Lead Researcher and Supporting Researcher 3. Data collection, obtain relevant resources and conduct research based on methodology established and agreed upon 4. Submission of preliminary report 5. Feedbacks and inputs from relevant stakeholders. 6. Submission of final report. 	<p>Researchers</p> <p>Local Experts</p> <p>Project Coordinator</p> <p>EPU Social Services</p> <p>UNDP</p>	<p>Consultant(s) (USD30,000)</p> <p>Misc (Sundry) – Data/Base Maps/GIS Software/Etc (USD40,000)</p> <p>Facilities and Administration (USD2,400)</p>
<p>Output 3</p> <p>Output II: Primary Research</p> <p>line: Multidimensional Framework established in Output 1</p> <p>Factors: Primary survey report completed</p> <p>Focus group discussions held and results reported</p>	<p>Targets (2014)</p> <p>-Preliminary Report on Detailed Methodology</p> <p>-Draft Report incorporating results from primary survey and focus group discussions</p> <p>Targets (2015)</p> <p>-Final Report incorporating feedbacks, inputs, and comments from relevant stakeholders</p>	<ol style="list-style-type: none"> 1. Recruitment of consultants 2. Work assignment and briefing by Lead and Supporting Researchers 3. Submission of preliminary report 4. Conduct primary survey and focus group discussions 5. Submission of draft report 6. Feedbacks and inputs from relevant stakeholders 7. Submission of final report 	<p>Researchers</p> <p>Local Experts</p> <p>Project Coordinator</p> <p>EPU Social Services</p> <p>UNDP</p> <p>DOS</p>	<p>Consultant(s) (USD30,000)</p> <p>Travel & DSA (USD15,000)</p> <p>Misc (Sundry) – Fieldwork - respondents, enumerators, focus groups, data entry (parallel funding)</p> <p>Facilities and Administration (USD2,700)</p>

<p>Output 4 Input III: Report on International Best Practices</p> <p>Baseline:</p> <ol style="list-style-type: none"> Multidimensional Framework established in Output 1 <p>Indicators:</p> <ol style="list-style-type: none"> Best practices and relevant public housing models from benchmark countries reported and contextualized for Malaysia Other relevant areas identified by the lead researcher in Output 1 	<p>Targets (2014)</p> <ul style="list-style-type: none"> -Preliminary Report(s) on international best practices from benchmark countries <p>Targets (2015)</p> <ul style="list-style-type: none"> -Final Report(s) incorporating feedbacks, inputs, and comments from relevant stakeholders 	<ol style="list-style-type: none"> Recruitment of consultants Work assignment and briefing by Lead Researcher and Supporting Researcher Conduct research based on methodology established and agreed upon Submission of preliminary report(s) Feedbacks and inputs from relevant stakeholders Submission of final report(s) 	<p>Researchers</p> <p>International Experts</p> <p>Project Coordinator</p> <p>EPU Social Services</p> <p>UNDP</p>	<p>International Consultant(s) (USD160,000)</p>
<p>Output 5 Project Management including Monitoring & Evaluation</p>	<p>Project Management and Monitoring and Evaluation</p> <ul style="list-style-type: none"> Reference: Section V: Management Arrangements Reference Section VI: Monitoring and Evaluation <p>Project roles as outlined in the CPAP 2013-2015: National Implementation Modality – Roles and Responsibilities are fully implemented.</p>	<ol style="list-style-type: none"> Supporting the financial management by EPU Social Services to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable); Supporting the activities outlined in Section VI: Monitoring and Evaluation are fully compiled and completed by EPU Social Services in a timely manner; Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner; Provision of Project Support Services from UNDP (if applicable). 	<p>Project Coordinator</p> <p>EPU Social Services</p> <p>UNDP</p>	<p>Project Coordinator (USD25,000)</p> <p>Travel & DSA (USD4,000)</p> <p>Recruitment (USD3,000)</p> <p>Misc (USD3,000)</p> <p>Reimbursement to UNDP for Support Services - ISS and other related transaction costs (USD15,000)</p> <p>Facilities and Administration (USD2,400)</p>



IV. PROJECT BUDGET

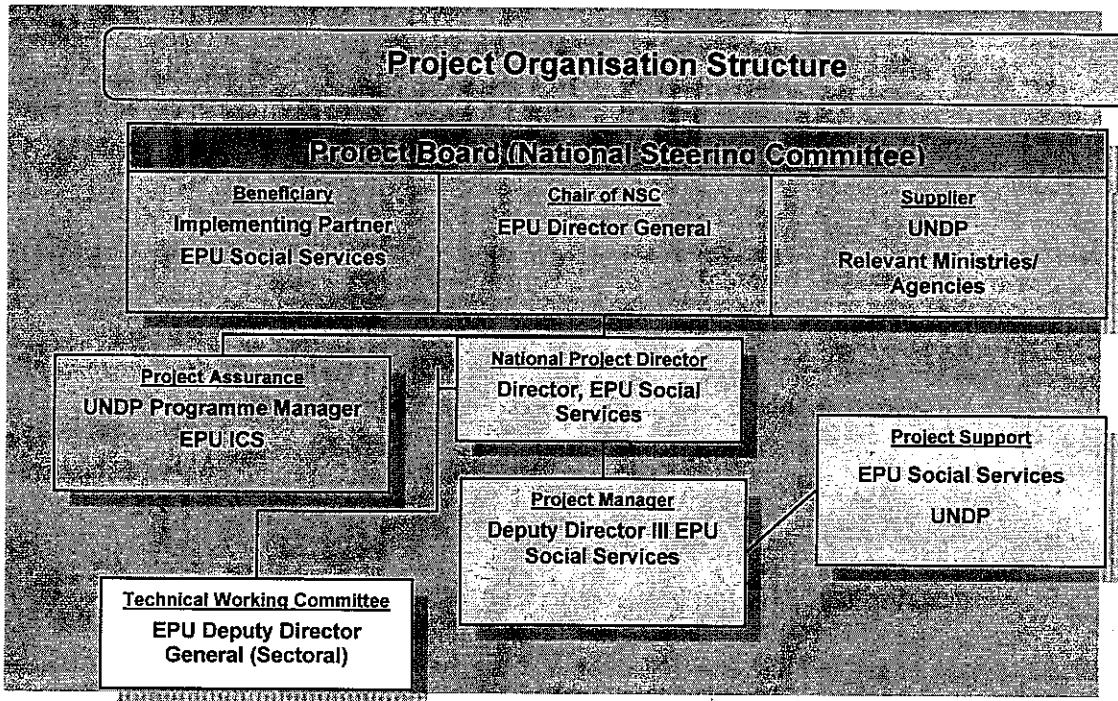
The UNDP Resident Representative ensures that the project has an internal control system that allows it to monitor effectively the financial activity of the project and to support and monitor the progress towards achieving results.

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.

Budget Items	ATLAS COAs	Total (USD)	2014	2015	Funding	GMS
Output 1						
Consultants (Local)	71300	153000	91800	61200	CS	
Trainings, Workshops, Conference	75700	22000	29000	0	CS	
Subtotal		175000	120800	61200		10500
Output 2						
Consultants (Local)	71300	30000	15000	15000	TRAC	
Misc (Sundry) - Software, Maps, etc	74500	40000	40000	0	CS	
Subtotal		70000	55000	15000		2400
Output 3						
Consultants (Local)	71300	30000	18000	12000	CS	
Travel & DSA	71600	15000	15000	0	CS	
Subtotal		45000	33000	12000		2700
Output 4						
Consultants (International)	71200	160000	80000	80000	TRAC	
Subtotal		160000	80000	80000		
Output 5						
Project Management						
Project Coordinator	71400	25000	15000	10000	CS	
Travel & DSA	71600	4000	3000	1000	TRAC	
Misc Sundry - Recruitment Costs	74500	3000	3000	0	TRAC	
Misc Sundry	74500	3000	2500	500	TRAC	
ISS/DPC - Reimbursement Costs for UNDP Support Services	73500	15000	6400	1600	CS	
Subtotal		50000	29900	13100		2400
Total		500000	318700	181300		
Cost Sharing		300000	213800	86200		
GMS 6%		18000	12828	5172		18000
Grand Total		518000	320128	187472		

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. The Committee will be composed of representatives from UNDP, MOF, BNM, KPKT (JPBD, JPN), DOS, KWP, KPWK and other relevant stakeholders to be identified. The Chair of the NSC will be the Director General of EPU. Please refer to Annex C for the TOR.

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 Director General (Sectoral) of EPU. The members of the TWC will consist of MOF, BNM, KPKT (JPBD, JPN), DOS, KWP, Perbadanan Putrajaya, DBKL, NAPIC, selected local councils and other relevant stakeholders to be determined by the National Steering Committee. Please refer to Annex D for the TOR.

National Project Director (NPD)

The National Project Director will be responsible for the overall oversight for project implementation. Among these responsibilities are ensuring that the project document and project revisions requiring Government's approval are verified 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. The NPD will be the Director of EPU Social Services. Please refer to Annex E for the TOR.

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 NSC 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 Section, 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. The Project Manager is responsible for day-to-day management and decision-making for the project together with a desk officer of the Responsible Party. 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 budget allocations and timeline.

The Project Manager will report administratively and programmatically to the NPD and reports on project progress during NSC meetings. He or she will prepare progress reports in timely and required manner, and provide the information needed to agree disbursement of funds. Please refer to Annex F for the TOR.

Support Staff

Support staff for Project Manager will be provided by EPU Social Services on a need basis. This will include short-term secretariat services, photocopying, and finalization of minutes for TWG and NSC and other administrative support where necessary.

Financial Management

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 and keep all the original record of the transaction such as purchases orders, invoices, receipts, delivery orders etc.

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 FACE form as per Annex 5 should be used for all of the above cash disbursements as well as for expenditure reporting.

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/ CS 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.

On an annual basis, 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

In addition, UNDP may/ shall provide the following services:

- identification and recruitment of project personnel/ consultants;
- procurement of goods and services; and
- identification of training activities and assistance in carrying them out

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 (see Annex 11). UNDP shall charge to the project as per the Universal Price List where required (see Annex 6).

UNDP will also charge for the support services provided as follows:

- 6% cost recovery for the provision of general management support (GMS) for activities funded under Government Cost sharing, if any
- Direct cost for implementation support services (ISS) for activities under TRAC and CS funding, if any
- Any other direct and indirect project costs that are incurred by UNDP, which will be communicated and approved by the NSC beforehand.

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;
- Assist in coordinating with other agencies and ministries;
- 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, Xerox machine, telephone), and secretarial support where applicable; and
- Facilities for convening meetings, workshops and seminars.

Any reimbursable expenses can be borne by the project fund as agreed in the Annual Work Plan (AWP).

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.

Project budget revision and project extension approved by the NSC will have to be formally discussed and submitted to the Economic Planning Unit – International Cooperation Section.

- **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/ Implementing Partner and shared with UNDP and Economic Planning Unit – International Cooperation

Section 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/Implementing Partner and shared with UNDP and the Economic Planning Unit – International Cooperation Section 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 Closure 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
- MYPR
- APR
- Statements of cash position
- Statements of assets and equipment

This report will be discussed at the Final Project Closure meeting.

- Final Project Evaluation (if applicable)

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 bi-annual basis. The Implementing Partner is required to verify each transaction made and sign the bi-annual 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 assurance that resources are used to achieve the results described and that 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

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), 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 [and the Project Cooperation Agreement between UNDP and the Implementing Partner].

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/sc/committees/1267/aq_sanctions_list.shtml. This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document".

VIII. ANNEXES

ANNEX 1: ANNUAL WORK PLAN (2013 – 2015)

Year: 2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Amount
Output 1 Main Report on Housing for the Urban Vulnerable Group incorporating Inputs I, II, III Baseline: EPU's report on the UVG, National Housing Policy, Housing programmes under 10MP, PR1MA Study, Action Plan Report by Jabatan Perumahan Negara Indicators: Multidimensional framework established, B50 housing system and institutions reviewed and recommendations provided, Linkages to other urban sectors established and recommendations provided, Submission to 11MP Targets: Inception Report, Interim Report	<ol style="list-style-type: none"> Recruitment NSC and TWC Preliminary discussion with the consultants on timeline, research methodology, data, work assignment Literature review and preliminary research Submission of Inception Report Lead and Supporting Researchers to brief consultants in Outputs 2, 3 and 4 and coordinate with them in terms of work plan and inputs into the main report Obtain and incorporate inputs from Outputs 2, 3 and 4 and undertake further analysis and research Submission of Interim Report 	X	X			Researchers	CS	USD91,800
		X				EPU Social		
		X				UNDP	CS	USD22,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 2 Input 1: Socio-Spatial Mapping Exercise Baseline: 1. Multidimensional Framework established in Output 1 2. Urban Poverty Mapping Report in KL and PJ in 2006 Indicators: 3. Relevant socio-spatial data obtained 4. Database(s) established in EPU 5. Database integration completed 6. Mapping and Analysis delivered Target: Preliminary Report	1. Recruitment 2. Work assignment and briefing by Lead Researcher and Supporting Researcher 3. Data collection, obtain relevant resources and conduct research based on methodology established and agreed upon 4. Submission of preliminary report	X	X	X	X	Researchers EPU Social UNDP	TRAC CS	Consultant(s) Misc (Sundry) -- Data/Base Maps/GIS Software/Etc	USD15,000 USD40,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 3 Input II: Primary Research Baseline: 1. Multidimensional Framework established in Output 1 Indicators: 2. Primary survey report completed 3. Focus group discussions held and results reported Targets: Preliminary Report, Draft Report	1. Recruitment 2. Work assignment and briefing by Lead and Supporting Researchers 3. Submission of preliminary report 4. Conduct primary survey and focus group discussions 5. Submission of draft report	X	X	X	X	Researchers EPU Social UNDP DOS	CS CS Parallel funding	Consultant(s) Travel & DSA Misc (Sundry) Fieldwork respondents, enumerators, focus groups, data entry	USD18,000 USD15,000 Parallel funding

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 4 Input III: Report on International Best Practices Baseline: 1. Multidimensional Framework established in Output 1 Indicators: 1. Best practices and relevant public housing models from benchmark countries reported and contextualized for Malaysia 2. Other relevant areas identified by the lead researcher in Output 1 Targets: Preliminary Report(s)	1. Recruitment 2. Work assignment and briefing by Lead Researcher and Supporting Researcher 3. Conduct research based on methodology established and agreed upon 4. Submission of preliminary report(s)	X	X	X	X	Researchers EPU Social UNDP	TRAC	International Consultant(s)	USD80,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
Output 5 Project Management & Monitoring & Evaluation	<p>1. Supporting the financial management by EPU Social Services to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable);</p> <p>2. Supporting the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by EPU Social Services in a timely manner;</p> <p>3. Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner;</p> <p>4. Provision of Project Support Services from UNDP (if applicable).</p>	X	X	X	X	EPU Social	CS	Project Coordinator	USD15,000
						UNDP	TRAC	Travel & DSA	USD3,000
			X	X			TRAC	Recruitment	USD3,000
		X			X		TRAC	Misc	USD2,500
		X	X	X			CS	Reimbursement to UNDP for Support Services - ISS and other related transaction costs	USD12,000
TOTAL (USD)									317,300

Year: 2015

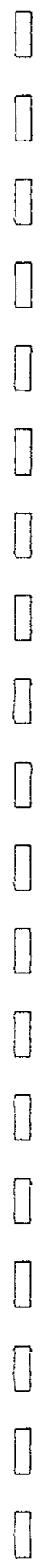
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 1 Main Report on Housing for the Urban Vulnerable Group incorporating Inputs I, II, III</p> <p>Baseline: EPU's report on the UVG, National Housing Policy, Housing programmes under 10MP, PR1MA Study, Action Plan, Report by Jabatan Perumahan Negara</p> <p>Indicators: Multidimensional framework established, B50 housing system and institutions reviewed, and recommendations provided, Linkages to other urban sectors established and recommendations provided, Submission to 11MP</p> <p>Targets: Inception Report Interim Report Final Report</p>	<p>1. Review inputs from Outputs 2, 3 and 4 and undertake further analysis and research if needed</p> <p>2. Feedbacks and inputs from relevant stakeholders</p> <p>3. Submission of Final Report</p> <p>4. Technical Working Committee and National Steering Committee meetings</p>	X	X	X		Researchers EPU Social UNDP	CS	Consultants	USD61,200

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 2 Input I: Socio-Spatial Mapping Exercise Baseline: 7. Multidimensional Framework established in Output 1 8. Urban Poverty Mapping Report in KL and PJ in 2006 Indicators: 9. Relevant socio-spatial data obtained 10. Database(s) established in EPU 11. Database integration completed 12. Mapping and Analysis delivered Targets: Preliminary Report, Final Report	1. Feedbacks and inputs from relevant stakeholders 2. Submission of final report	X				Researchers EPU Social UNDP	TRAC	Consultant(s)	USD15,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 3 Input II: Primary Research Baseline: 4. Multidimensional Framework established in Output 1 Indicators: 5. Primary survey report completed 6. Focus group discussions held and results reported Targets: Preliminary Report, Draft Report, Final Report	1. Feedbacks and inputs from relevant stakeholders 2. Submission of final report	X				Researchers EPU Social UNDP DOS	CS	Consultant(s)	USD12,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<p>Output 4</p> <p>Input III: Report on International Best Practices</p> <p>Baseline:</p> <p>2. Multidimensional Framework established in Output 1</p> <p>Indicators:</p> <p>3. Best practices and relevant public housing models from benchmark countries reported and contextualized for Malaysia</p> <p>4. Other relevant areas identified by the lead researcher in Output 1</p> <p>Targets: Preliminary Report(s), Final Report(s)</p>	<p>1. Feedbacks and inputs from relevant stakeholders</p> <p>2. Submission of final report(s)</p>	X				<p>Researchers</p> <p>EPU Social</p> <p>UNDP</p>	TRAC	International Consultant(s)	USD80,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount	
Output 5 Project including Monitoring & Evaluation	<p>1. Supporting the financial management by EPU Social Services to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable);</p> <p>2. Supporting the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by EPU Social Services in a timely manner;</p> <p>3. Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner;</p> <p>4. Provision of Project Support Services from UNDP (if applicable).</p>	X	X	X	X	EPU Social	CS	Project Coordinator	USD10,000	
						UNDP	TRAC	Travel & DSA	USD1000	
							TRAC	Misc		USD500
							CS	Reimbursement to UNDP for Support Services - ISS and other related transaction costs		USD3,000
TOTAL (USD)										182,700



	Jan 14	Feb 14	Mar 14	Apr 14	May 14	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15	Jun 15	Jul 15	Aug 15	Sep 15	Oct 15	Nov 15	Dec 15	
OUTPUT 1																									
Approval of Project Document																									
National Steering Committee Meeting																									
Technical Working Committee Meeting (if necessary)																									
Recruitment of Core Team (Lead Researcher, Supporting Researcher, Research Assistant, Project Coordinator)																									
Preliminary briefing and discussion with Core Team																									
Submission of Inception Report																									
Conduct Research																									
Briefing for experts/researchers in Outputs 2,3 and 4																									
Submission of Interim Report																									
Submission of Final Report																									
OUTPUT 2																									
Jointly develop TORs																									
Recruitment of Experts/Researchers																									
Work assignment and briefing																									
Data collection and research																									
Submission of Preliminary Report																									
Submission of Final Report																									
OUTPUT 3																									
Jointly develop TORs																									
Recruitment of Experts/Researchers																									
Work assignment and briefing																									
Submission of Preliminary Report																									
Conduct primary research and FGDs																									
Submission of draft report																									
Submission of final report																									

ANNEX 3: MONITORING: PROJECT MID-YEAR PROGRESS REPORT

DATE:

Award ID:

Description:

Implementing Partner:

Period Covered: 1st January – 30 June (Year)

1. Project Issues:

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

2. Project Performance

OUTPUT 1:						
ID						
Description:						
YYYY target:						
YYYY Achievement:						
Activity ID:						
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
OUTPUT 2:						
Project ID						
Description:						
YYYY Target:						
YYYY Achievement:						
Activity ID:						
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						

ANNEX 2: MONITORING – 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.
There may be resistance from stakeholders whose interests might be affected in the short run due to proposed policy recommendations	Others	Probability: Low-Medium Impact: High	There will be a need to ensure stakeholder buy-in through constant consultation and inclusive discussions, clear communication to clarify issues and misunderstandings as well as measures to minimize negative impacts on those necessarily affected.
There may be challenges in accessing recent or updated data and statistics on relevant indicators especially at the state, local and firm levels	Others	Probability: Medium Impact: High	There will be a need to engage with different institutions such as government agencies particularly the Department of Statistics, state and local governments, businesses, civil society, and the academia to source the needed and most current data available, and complement with statistically rigorous primary data, if necessary.
The timely implementation of the project could be affected if there is a pandemic/epidemic outbreak in Malaysia.	Others	Probability: Medium Impact: Medium-High	There will be a need to monitor the patterns of any outbreak of influenza as and when it happens. The schedule of activities and output targets will be amended accordingly depending on the gravity of the outbreak.

ANNEX 4: MONITORING: PROJECT ANNUAL PROGRESS REPORT

DATE:
Award ID:
Description:
Implementing Partner:
Period Covered: 1st January – 1 December (Year)

1. Project Issues:

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

2. Project Performance

OUTPUT 1:						
ID						
Description:						
YYYY target:						
YYYY Achievement:						
Activity ID:						
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
OUTPUT 2:						
Project ID						
Description:						
YYYY Target:						
YYYY Achievement:						
Activity ID:						
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

--

Country Office Cost Bands

Country Office	Cost Band	Country Office	Cost Band	Country Office	Cost Band
Albania	Mid-Low	Ghana	Low	Nigeria	High
Angola	High	Guatemala	High	Panama	Mid-Low
Argentina	Mid-High	Guinea	Low	Papua New Guinea	Mid-Low
Armenia	Mid-Low	Guinea-Bissau	Mid-Low	Paraguay	Mid-High
Azerbaijan	Mid-High	Guyana	Low	Peru	High
Bahrain	High	Honduras	Mid-High	Philippines	Mid-Low
Bangladesh	Mid-Low	India	Mid-High	Poland	High
Barbados	High	Indonesia	High	Republic of Montenegro	Mid-High
Belarus	Mid-Low	Iran (Islamic Rep)	Mid-Low	Romania	Mid-High
Belize	Mid-Low	Iraq	Mid-Low	Rwanda	Mid-Low
Benin	Mid-Low	Israel/PAPP	High	Samoa	Low
Bhutan	Low	Jamaica	Mid-High	Sao Tome and Principe	Low
Bolivia	High	Jordan	Mid-Low	Saudi Arabia	High
Bosnia and Herzegovina	Mid-Low	Kazakhstan	High	Senegal	Mid-High
Botswana	Mid-High	Kenya	Mid-High	Serbia	Mid-High
Brazil	High	Kosovo	Mid-Low	Slovakia	High
Bulgaria	Mid-High	Kuwait	High	South Africa	High
Burkina Faso	Mid-Low	Kyrgyzstan	Low	Sri Lanka	Low
Burundi	Low	Lao PDR	Low	Swaziland	Mid-High
Cambodia	Low	Latvia	Low	Syrian Arab Republic	Low
Cameroon	Mid-High	Lebanon	High	Sudan	Mid-High
Cape Verde	Mid-High	Lesotho	Mid-Low	Tajikistan	Low
Central African Republic	Mid-High	Libyan Arab Jamahiriya	Mid-Low	Tanzania - U Rep of	Mid-Low
Chile	High	Lithuania	Mid-Low	Thailand	High
China	Mid-High	Macedonia	Mid-High	Togo	Mid-Low
Colombia	High	Madagascar	Low	Trinidad and Tobago	Mid-High
Comoros	Mid-Low	Malawi	Mid-High	Tunisia	Low
Congo	High	Malaysia	Mid-Low	Turkey	High
Costa Rica	High	Maldives	Low	Turkmenistan	Low
Croatia	Mid-High	Mali	Low	Uganda	Mid-Low
Cuba	Low	Mauritania	Mid-Low	Ukraine	Mid-Low
Djibouti	Mid-Low	Mauritius	Mid-High	United Arab Emirates	High
Dominican Republic	High	Mexico	High	Uruguay	High
Ecuador	High	Moldova - Rep of	Low	Uzbekistan	Low
Egypt	Mid-High	Mongolia	Low	Venezuela	High
El Salvador	Mid-High	Morocco	High	Viet Nam	Low
Equatorial Guinea	Mid-Low	Mozambique	Mid-Low	Yemen	Mid-High
Eritrea	Low	Myanmar	Low	Zambia	High
Ethiopia	Low	Namibia	Mid-High	Zimbabwe	Mid-High
Gabon	Mid-High	Nepal	Low		
Gambia	Low	Nicaragua	Mid-Low		
		Niger	Low		

9. **Staff Payroll and Banking Administration & Management** are distinct from Global Payroll Services (provided by UNDP Copenhagen) and include services such as:

- Setting up transactions that impact payroll such as one-time or recurring earnings and deductions, garnishments, positive inputs for overtime payments and transportation allowance.
- Administration of retroactivity, recoveries and adjustments
- Maintenance of the absence calendars for that location
- Management of absence data
- Validation of trial payroll results prior to the final pay run.
- Maintenance of employee banking instructions
- Tracking and adjusting of leave balances that affect pay
- Reporting of payroll activity to Managers
- Production of payroll reports and queries
- Production of pay slips for employees
- Manage receivables and payables that have an impact in Payroll including benefits billing for retirees and SLWOP. The Administrator GP will be granted access to the Finance Module to process these transactions.
- Production, follow up and clean up of the PVR reports

10. As stated above, the UPL is only intended to price services to Implementing Partners — not inputs to UNDP projects and programmes. The pricing of inputs to UNDP projects and programmes should be based on actual costs for clearly identifiable transactions. When this is not possible, country offices may use the UPL. Where the portion of the procurement process that takes place outside Atlas is of a clearly complex (ad-hoc) nature involving specialized supply-chain management processes, dedicated procurement staff, etc., offices are encouraged to determine the actual cost of the exercise and explore with donors/partners the possibility of charging the cost of some of its specific components (e.g. dedicated staff) — in full or in part — to the project budget as a direct input to project delivery (i.e., negotiated transparent, prevailing rates using the UPL as a baseline).

11. If, due to its size and/or complexity, a procurement process must be submitted to a Regional ACP (or regular ACP), it should be treated like ad-hoc service subject to full cost recovery at transparent, prevailing market rates.

Principles of the Universal Price List

The UPL consists of a set of standard services, with reasonable cost estimates, that can be provided by UNDP country offices. Note, the UPL is only intended to price specified standard services — not inputs to UNDP projects and programmes. The pricing of inputs to UNDP projects and programmes should be based on actual costs for clearly identifiable transactions. When this is not possible, country offices may use the UPL.

The UPL does not cover specialized or locally provided *ad-hoc* services. The UPL also does not cover local security-related services that might be necessary in certain countries without banking facilities. Both *ad-hoc* and local security services, and their estimated costs, should be covered through locally negotiated agreements between UNDP country offices and concerned Implementing Partner.

1. Not all Implementing Partner require all services. In particular, they may carry out several UPL sub-transactions, thus reducing the overall cost of the service. Each standard service in the UPL takes this into consideration.
2. A certain number of services which were previously categorized as standard administrative services (local driver's licenses, visa requests, customs clearance, etc.) have now been eliminated from the UPL. Any standard service not listed on the UPL is to be considered ad-hoc/non-standard service subject to full cost recovery per locally negotiated prices using transparent prevailing market rates.
3. The request for services under the following exceptional circumstances are subject to a 25% surcharge on top of the regularly accepted cost/price:
 - Urgent requests requiring a turnaround of less than 3 business days.
 - Requests for services before/after normal working hours.
4. Requests for prior year UPL services should always use the latest applicable published rates (not UPLs from prior years) without exception.
5. **Payment Process:** the process includes disbursement only, and requires a written instruction by the budget owner agency. UNDP does not review procurement process supporting documentation other than vendor banking information, unless otherwise stipulated locally. Note that UNDP does not charge Implementing Partner for running a fully automated pay cycle.
6. Staff selection and recruitment process for resident agencies only.
7. In cases where a reciprocity agreement does not exist between UNDP and Implementing Partner, the time spent on joint boards (recruitment, procurement, etc.) will be charged as an ad-hoc service.
8. **Staff HR and Benefits Administration & Management** typically include services such as:
 - Position Data and Budget management
 - Issuance of contract
 - HR and dependent/beneficiary data entry and maintenance
 - Benefits data entry and maintenance (PF/Medical/Life Insurance)
 - Interface with GMC Henner on MIP reimbursements
 - Organization events (within grade increments, secondments, transfers etc)
 - Life events (changes to marital status and dependents)
 - HR data management for ASHI retirees
 - Production of key HR reports such as staffing table & personnel action forms (PAFs)
 - Guidance to staff and managers on HR rules and regulations

ANNEX 6: FINANCE: UNDP UNIVERSAL PRICE LIST

Service ^{1,2,3,4} (see service notes overleaf)	High Cost	Mid-High Cost	Mid-Low Cost	Low Cost
Payment Process	36.39	27.39	23.59	19.20
Issue check only (Atlas Agencies)	13.69	11.08	10.02	8.78
Vendor profile only (Atlas Agencies only)	20.32	14.65	12.17	9.40
Staff selection and recruitment process for resident agencies ^{6,7}	674.64	463.21	371.37	268.14
Advertising (20%)	134.93	92.64	74.27	53.63
Short-listing (40%)	269.85	185.28	148.55	107.26
Interviewing (40%)	269.85	185.28	148.55	107.26
Staff HR & Benefits Administration & Management ⁸ (one time fee, per staffat: - the issuance of a contract, and - again at separation)	215.73	154.73	128.77	99.01
Recurrent personnel management services: Staff Payroll & Banking				
Administration & Management ⁹ (annual fee per staff, per calendar year)	478.48	344.49	288.75	226.17
Payroll validation, disbursement (35%)	167.47	120.55	101.06	79.16
Performance evaluation (30%)	143.55	103.33	86.63	67.85
Extension, promotion, entitlements (30%)	143.55	103.33	86.63	67.85
Leave monitoring (5%)	23.92	17.22	14.44	11.31
Consultant recruitment	260.53	180.07	145.21	105.89
Advertising (20%)	52.11	36.01	29.04	21.18
Short-listing & selection (40%)	104.21	72.03	58.08	42.36
Contract issuance (40%)	104.21	72.03	58.08	42.36
Interns management	78.87	54.28	43.38	30.89
Issue/Renew IDs (UN LP, UN ID, etc.)	39.32	28.47	23.86	18.53
Travel authorization	35.74	25.90	21.75	16.98
F10 settlement	32.45	23.64	19.94	15.69
Procurement process involving local CAP (and/or ITB, RFP requirements) ^{7,10,11}	599.94	414.42	333.79	242.67
Identification & selection (50%)	299.97	207.21	166.90	121.34
Contracting/issue purchase order (25%)	149.98	103.61	83.45	60.67
Follow-up (25%)	149.98	103.61	83.45	60.67
Procurement not involving local CAP ^{7,10,11} (low value procurement)	232.74	163.31	133.07	98.41
Identification & selection (50%)	116.37	81.65	66.54	49.21
Issue purchase order (25%)	58.18	40.83	33.27	24.60
Follow-up (25%)	58.18	40.83	33.27	24.60
Disposal of equipment	305.94	211.12	169.90	123.37
AR Management Process (create/apply receivable pending item- Atlas Agencies Only)	37.64	26.31	21.35	15.80
Issue/Apply Deposit only	22.79	15.99	13.01	9.68

ANNEX 7: 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 Director General of the Economic Planning Unit.

EPU Social Services will act as Secretariat to the NSC. Members of the NSC will consist of representatives from UNDP, Ministry of Finance (MOF), Bank Negara Malaysia (BNM), Ministry of Urban Well-Being, Housing and Local Government (KPKT), Department of Town and Country Planning (JPBD), National Housing Department (JPN), Department of Statistics (DOS), Ministry of Federal Territories (KWP), Ministry of Women, Family and Community Development (KPWKM) 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 8: 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 Deputy Director General (Sectoral) of EPU and EPU Social Services Section will act as Secretariat to the TWC. The members of the TWC will consist of representatives from Ministry of Finance (MOF), Central Bank of Malaysia (BNM), Ministry of Urban Well-Being, Housing and Local Government (KPKT), Department of Town and Country Planning (JPBD), National Housing Department (JPN), Department of Statistics (DOS), Ministry of Federal Territories (KWP), Perbadanan Putrajaya, Kuala Lumpur City Hall (DBKL), National Property Information Centre (NAPIC), selected local councils 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 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

ANNEX 9: 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 Director of Social Services Section of EPU. 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, the Deputy Director III of Social Services Section of EPU as well as the Programme Manager of UNDP and his/her responsibilities 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 project manager
- Mobilizing national institutional mechanisms for smooth progress of project;
- Providing formal project/deliverable sign-off and acceptance upon verification;
- Reviewing project status reports;
- Providing direction and guidance on project-related issues; and
- Providing advice and guidance to the project team.

ANNEX 10: 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 EPU.

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 NPD 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, under the guidance of UNDP and EPU

ANNEX 11: MANAGEMENT: LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF MALAYSIA FOR PROVISION OF SUPPORT SERVICES UNDER NATIONAL EXECUTION



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))UPE801/100/299

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 DEC 2001	
RR	✓
DRR	
ADMIN	✓
FINANCE	
GLN SVL	
PROG. 1	
PROG. 2	
PROG. 3	
PRO300/GEN/NIS	

to send HQ.

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,

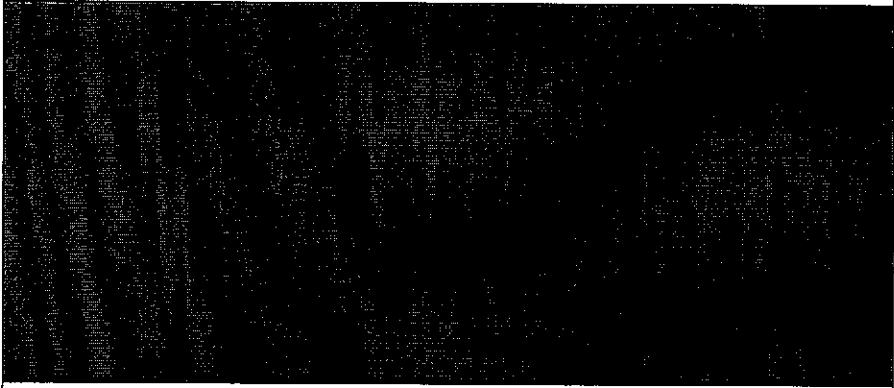
(Patricia Chia Yoon Moi)
for Director General
Economic Planning Unit

ROLES AND RESPONSIBILITIES – NATIONAL IMPLEMENTATION MODALITY (2013-2015)

UNITED NATIONS DEVELOPMENT PROGRAMME		IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT	
1. PROJECT DESIGN AND DEVELOPMENT			
A) PROJECT INITIATION			
<ol style="list-style-type: none"> Engage in substantive dialogue with Implementing Partner (IP) on proposed collaboration; Provide briefing to IP on processes required for collaboration under the <i>Country Programme Action Plan</i> (2013-2015); Develop <i>Expression of Interest (EoI)</i> jointly with IP; Assist IP to develop presentations to IP Senior Management for clearance; Inform EPU International Cooperation Section (ICS) and relevant section on proposed collaboration. 			<ol style="list-style-type: none"> EPU ICS and relevant section to provide preliminary feedback on proposed collaboration and also on <i>Cabinet Memo</i> (if required and prepared).
		<ol style="list-style-type: none"> Engage in substantive dialogue with UNDP on proposed collaboration; Coordinate briefing by UNDP to relevant IP officers on processes required for collaboration under the <i>Country Programme Action Plan</i> (2013-2015); Develop <i>EoI</i> with UNDP; Develop presentations to IP Senior Management for clearance with UNDP; Develop <i>Cabinet Memo</i> for official clearance (if required) and obtain feedback from EPU ICS; Provide a copy of Cabinet Memo (if prepared) to EPU ICS for record purposes. 	
B) STAKEHOLDER DIALOGUE WORKSHOP (IF REQUIRED)			
<ol style="list-style-type: none"> Develop workshop concept note, agenda and budget with IP; Identify international and local experts and national stakeholders with IP; Review presentation materials 	<ol style="list-style-type: none"> Assist in the development of budget; Coordinate invitation and participation of international experts. 	<ol style="list-style-type: none"> E- Filing of all relevant documentation and materials from stakeholder dialogue workshop. <i>(Note: E-Filing is an internal UNDP process. IPs are still</i> 	<ol style="list-style-type: none"> Relevant EPU Sections to attend the workshop and provide feedback on proposed strategies and outputs.

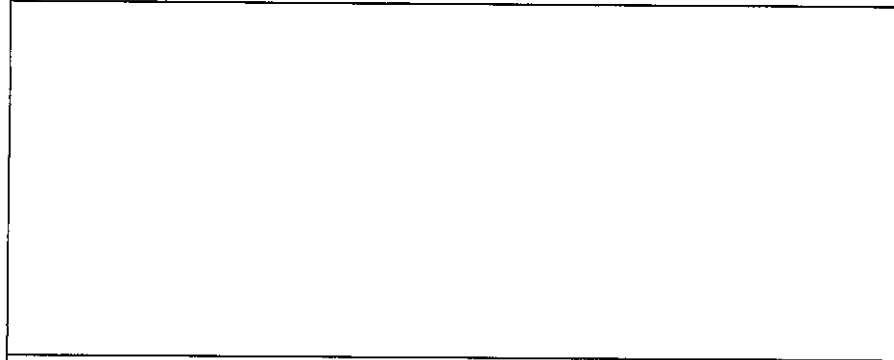
global and regional UN agencies and development partners

2. Identify sources and strategies for external funding (if required) with IP;
3. Develop sustainability plans and exit strategy (if required) with IP;
4. Identify project implementation risks and corresponding mitigation actions / quality assurance plan with IP;
5. Develop project management and governance structure with IP;
6. Develop the overall *Draft Prodoc* Budget with IP based on:
 - a) Costed *Procurement Plan*
 - b) IP's in-kind contribution and/ or parallel funding
 - c) UNDP's project management and operational costs (UNDP Support Services).



budget with UNDP based on:

- a) Costed *Procurement Plan*
- b) IP's in-kind contribution and/ or parallel funding
- c) UNDP's project management and operational costs (UNDP Support Services).



<p>(if required) during the official LPAC meeting presentation.</p>	<p>Secretary.</p>	<p>and discuss proposed strategies and outputs.</p>	<p>sections to attend LPAC meeting and provide feedback on <i>Draft Prodoc.</i></p>
<p>C) POST PROJECT APPRAISAL COMMITTEE MEETING</p>			
<p>1. Provide feedback to LPAC Secretary on <i>Draft LPAC Meeting Minutes</i>; 2. Collaborate with IP to incorporate changes requested by LPAC meeting and develop <i>Final Prodoc.</i></p>	<p>1. Develop <i>Draft LPAC Meeting Minutes</i> for circulation to LPAC meeting participants; 2. Develop <i>Final LPAC Meeting Minutes</i> based on feedback from LPAC meeting participants; 3. Ensure signing of <i>Final LPAC Meeting Minutes</i> by LPAC Chair and UNDP Resident Representative (UNDP RR); 4. Coordinate with EPU ICS for signing of <i>Final Prodoc</i> by EPU Director General (EPU DG) and UNDP RR.</p>	<p>1. Dissemination of <i>Draft LPAC Meeting Minutes</i> and <i>Final Prodoc</i> to meeting participants; 2. Share signed <i>Final Prodoc</i> to IP and EPU ICS; 3. E- Filing of all relevant documentation - signed <i>Final Prodoc</i> and <i>Final LPAC Meeting Minutes.</i></p>	<p>1. EPU ICS and relevant sections to provide feedback to LPAC Secretary on <i>Draft LPAC Meeting Minutes</i>; 2. EPU ICS to submit signed <i>Final LPAC Meeting Minutes</i> and <i>Final Prodoc</i> to EPU DG for signature.</p>

f) Obtain substantive feedback, input, data and recommendations from relevant global and regional UN agencies and development partners

2. Develop draft recommendations, policies, strategies, and action plans with IP and relevant stakeholders;
3. Substantive contributions to UN knowledge networks and UNDP Communities of Practice and share results with IP.

recommendations via policy dialogues/ workshops

2. Develop draft recommendations, policies, strategies, and action plans with UNDP and relevant stakeholders;
3. Present substantive project outputs to Senior Management for feedback, approval and potential implementation/ consideration.

B) POLICY DIALOGUE/ STAKEHOLDER DIALOGUE WORKSHOP

1. Develop and finalize workshop concept note, agenda and budget with IP;
2. Identify international and local experts and national stakeholders with IP;
3. Review presentation materials - reports and data analysis with IP;
4. Develop and finalize workshop report with IP.

1. Assist in the development of budget;
2. Coordinate invitation and participation of international experts;
3. Follow up with IP on all relevant documentation and materials from policy dialogue/ stakeholder dialogue workshop.

1. E- Filing of all relevant documentation and materials from policy dialogue/ stakeholder dialogue workshop.

1. Develop and finalize workshop concept note, agenda and budget with UNDP;
2. Identify international and local experts and national stakeholders with UNDP;
3. Review presentation materials - reports and data analysis with UNDP;
4. Develop and finalize workshop report with UNDP.
5. Administrative tasks include:
 - a) Identify suitable workshop venue
 - b) Coordinate invitation and participation of local

1. Relevant EPU Sections attend the workshop and provide feedback on proposed strategies and outputs.

Progress tracking row with 18 empty checkboxes.

			<p>experts and national stakeholders</p> <p>c) Coordinate and verify documentation for payment.</p>		
C) CAPACITY BUILDING / TRAINING WORKSHOP					
<ol style="list-style-type: none"> 1. Develop and finalize training workshop concept note, sessions and budget with IP; 2. Identify international and local resource persons and national participants with IP; 3. Review training materials with IP; 4. Develop and finalize training workshop report with IP. 	<ol style="list-style-type: none"> 1. Assist in the development of budget; 2. Coordinate invitation and participation of international experts; 3. Follow up with IP on all relevant documentation and materials from policy dialogue / stakeholder dialogue workshop. 	<ol style="list-style-type: none"> 1. E- Filing of all relevant documentation and materials from policy dialogue / stakeholder dialogue workshop. 	<ol style="list-style-type: none"> 1. Develop training workshop concept note, sessions and budget with UNDP; 2. Identify international and local resource persons and national participants with UNDP; 3. Review training materials with UNDP; 4. Develop and finalize training workshop report with UNDP. <ol style="list-style-type: none"> a) Administrative tasks include: b) Identify suitable workshop venue c) Coordinate invitation and participation of local resource persons and national participants d) Coordinate and verify documentation for payment. 	<ol style="list-style-type: none"> 1. Relevant EPU Sections to attend the training workshop (if relevant). 	
D) TECHNICAL FIELD VISITS					
<ol style="list-style-type: none"> 1. Participate in technical field visits and provide technical advisory services to IP in assessing progress of project outputs; 2. Assist IP to prepare a technical mission report on findings of 				<ol style="list-style-type: none"> 1. Participate in technical field visits and assess progress of project outputs. 2. Coordinate and manage the field visit related activities and logistics; 3. Prepare a technical mission 	<ol style="list-style-type: none"> 1. Participate in technical field visits and provide technical feedback to IP in assessing progress of project outputs (where relevant).

the technical field visit.

report on findings of the technical field visit.

E) FINANCIAL MANAGEMENT

1. Approve decisions for payments submitted through FACE Forms by IP by both verifying completeness of activities and signing off on related documentation;
2. UNDP's financial management system (ATLAS):
 - a) Approve budget revisions and other related e-transactions;
 - b) Coordinate mandatory and budget re-phasing exercises.

1. Overall financial assurance and support on planning and monitoring of all financial transactions and provide the following:
 1. Guidance to IPs on overall financial planning and management of allocated resources based on *Final Prodoc, AWP, and Project Procurement Plan*
 2. Review project delivery and advise IP on financial achievement of the AWP and *Project Procurement Plan*
 3. Ensure all financial transactions funded by the project are consistent with UNDP account codes and sources of funding
 4. Ensure all relevant documentation for financial transactions submitted by IP for payment are complete and accurate
 5. Guidance to IPs to ensure all documentations are in place for the Audit by Jabatan Audit Negara;
 6. UNDP's financial management system

1. Support financial transactions and provide the following:
 - a) Assist Programme Associate to ensure all relevant documentation for financial transactions submitted by IP for payment are complete and accurate
 - b) FACE Form Management - maintain copies of FACE form submission; scan amended FACE forms to IP/Project Finance; and submit FACE Form for signature of Programme Manager
 - c) Ensure relevant supporting documentation for payment are complete (PO, Invoice)
 - d) Track and record payments sent to UNDP Finance Department for ease of reference of IP
 - e) Ensure payment to vendors and share remittance advice to vendor (if requested)

1. Overall responsibility for financial planning and management of allocated resources based on *Final Prodoc, AWP, and Project Procurement Plan*;
2. Review project delivery based on financial achievement of the AWP and *Project Procurement Plan*;
3. Ensure all financial transactions funded by the project are consistent with UNDP account codes and sources of funding;
4. Ensure all relevant documentation for financial transactions submitted for payment are complete and accurate;
5. Cash Advance Request: Prepare all the supporting documentation for the *Quarterly Request for Cash Advances* and ensure requests and allocations required are in line with AWP
6. Cash Advance Reporting: Prepare all the supporting documentation for the *Quarterly Financial Report for Cash Advances* and ensure expenditure was in line with allocations as per *Quarterly Request for Cash Advances*.



	<p>(ATLAS):</p> <ul style="list-style-type: none"> a) Manage operationalization of vouchers with Programme Manager on budget revisions required b) Consult with Programme Manager on budget revisions required c) budget check for requisitions, POs and vouchers. <p>8. Ensure all Purchase Orders are managed and closed in consultations with the Programme Manager;</p> <p>9. Serve as an Intermediary for the UNDP Finance Department with IP, consultants and vendors;</p> <p>10. Cash Advance Request: Review the supporting documentation for the <i>Quarterly Request for Cash Advances</i> by IP and ensure requests and allocations required are in line with AWP</p> <p>11. Cash Advance Reporting: Review the supporting documentation for the <i>Quarterly Financial Report for Cash Advances</i> by IP and ensure expenditure was in line with allocations as per <i>Quarterly Request for Cash Advances</i> and ensure entries on ATLAS for</p>	<p>2. Develop Programme Delivery Shadow Budget on a Monthly basis for review of UNDP Programme Team and the Management Team.</p>	<p>7. Ensure all finance related documentations are in place for the Audit by Jabatan Audit Negara</p>	
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Consultants contracted directly by Government	Implementing Partner	Government policies on entitlements	Government policies on entitlements	Government policies on entitlements	Government policies on entitlements
Resource persons/ participants from civil society or academia	Implementing Partner	UNDP policies on entitlements	UNDP policies on entitlements	UNDP policies on entitlements	UNDP policies on entitlements
Project Staff contracted by UNDP based at Implementing Partner	Implementing Partner	UNDP policies on entitlements	UNDP policies on entitlements	UNDP policies on entitlements	UNDP policies on entitlements
UNDP Staff	UNDP	UNDP policies on entitlements	UNDP policies on entitlements	UNDP policies on entitlements	UNDP policies on entitlements
Consultants contracted directly by UNDP	UNDP	UNDP policies on entitlements	UNDP policies on entitlements	UNDP policies on entitlements	UNDP policies on entitlements

G) KNOWLEDGE MANAGEMENT AND KNOWLEDGE PRODUCTS

<p>1. Project Knowledge Products: Technical review of project related publications;</p> <p>2. UNDP Webpage: Provide confirmation on updated UNDP project webpages and relevant documents;</p> <p>3. Panel Presentations: Identifies and communicates relevant information for a variety of audiences in advocating the development agenda/ work UNDP is undertaking in Malaysia with IP.</p>	<p>1. Project Knowledge Products: Develop the mailing list for dissemination of knowledge products with IP (including selected UN/ UNDP offices and development partners) for advocacy efforts and upload to UNDP Malaysia webpage;</p> <p>2. UNDP Webpage: Coordinate with UNDP Communications Officer on UNDP Malaysia's project page updates.</p>	<p>1. Project Knowledge Products: Share a copy of knowledge product to EPU ICS and relevant sections as well as selected UN/ UNDP offices and development partners.</p>	<p>1. Project Knowledge Products: Technical review of project related publications and full management of publication cycle including identification of editor, copywriter, printer, and dissemination.</p>
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UNIFIED NATIONS DEVELOPMENT PROGRAMME		PROGRAMME ASSISTANT		IMPLEMENTING PARTNER		EPU	
PROGRAMME MANAGER		PROGRAMME ASSOCIATE		PROGRAMME ASSISTANT		IMPLEMENTING PARTNER	
5. PROJECT ASSURANCE AND MONITORING AND EVALUATION							
A) ANNUAL WORK PLAN (AWP) AND ANNUAL BRIEFING NOTE (ABN)							
1. Assist IP to review implementation of AWP and develop subsequent year's AWP and ABN jointly with UNDP;	1. Assist IP in the financial management and planning of the AWP and ABN; 2. Coordinate the signing of the AWP among all parties; 3. Develop project budget on ATLAS as per signed AWP; 4. Track AWP targets and milestones.	1. E- Filing of all relevant documentation - AWP and ABN; 2. Share AWP and ABN to EPU ICS.	1. Review implementation of AWP and develop subsequent year's AWP and ABN jointly with UNDP.	1. EPU ICS to submit and obtain approval of EPU DG of AWP			
2. Financial and substantive monitoring and evaluation of projects outputs as well as identification of operational and financial problems and propose solutions to IP.							
B) PERIODIC PROGRESS REPORT DOCUMENTS: MID-YEAR PROGRESS REPORT (MYPR) AND ANNUAL PROGRESS REPORT (APR)							
1. Quality Assurance: Review progress of project based on reports submitted by IP through the MYPR and APR;	1. Follow up with IP on submission of MYPR and APR; 2. Review accuracy of financial allocation and expenditure figures cited in MYPR and APR.	1. E- Filing of all relevant documentation - MYPR and APR; 2. Share MYPR and APR to EPU ICS.	1. Submit progress of project through the Mid-Year Progress Report (MYPR) and Annual Progress Report (APR) to UNDP and EPU; 2. Attend Review meeting on MYPR and APR with EPU ICS and UNDP (if required) to address any implementing or operational challenges/ delays.	1. Chair Review meeting on MYPR and APR with UNDP (if required) to address any implementing or operational challenges/ delays; 2. EPU ICS communicates to Ministry/ Agencies on M&E requirements and related meetings.			
2. Finalize MYPR and APR and share with EPU ICS;							
3. Co-Chair Review meeting on MYPR and APR with EPU ICS (if required) to address any implementing or operational challenges/ delays.							
C) PERIODIC PROGRESS REPORT DOCUMENTS FOR GEF FUNDED PROJECTS: QUARTERLY REPORT AND ANNUAL PROJECT IMPLEMENTATION REPORT							
1. Quality Assurance: Review progress of project based on reports submitted by IP through GEF Quarterly Report and Annual PIR;	1. Follow up with IP on submission of GEF Quarterly Report and Annual PIR; 2. Review accuracy of financial allocation and	1. E- Filing of all relevant documentation - GEF Quarterly Report and Annual PIR; 2. Share Annual PIR to EPU ICS and relevant sections.	1. Submit progress of project through the GEF Quarterly Report and Annual PIR to UNDP.	1. EPU ICS and relevant sections to provide feedback to address any implementing or operational challenges/ delays (if required).			
2. Submit GEF Quarterly Report							

<p>and Annual PIR to GEF Focal Point in UNDP APRC Bangkok for feedback and approval.</p>	<p>expenditure figures cited in GEF Quarterly Report and Annual PIR.</p>		
<p>D) FINANCIAL REPORTING DOCUMENT: ANNUAL COMBINED DELIVERY REPORT (CDR) AND EXPENDITURE DETAIL REPORTS</p>			
<p>1. Verify, approve and sign Annual CDRs and Expenditure Detail Report.</p>	<p>1. Generate Annual CDRs and Expenditure Detail Report; 2. Review and ensure completeness and accuracy of Annual CDRs and Expenditure Detail Report; 3. Follow up with IP on signed Annual CDRs and Expenditure Detail Report; 4. Determine project management and operational costs (UNDP Support Services) for Audit by Jabatan Audit Negara.</p>	<p>1. E- Filing of all relevant documentation - signed CDRs and Expenditure Detail Report;</p>	<p>1. Verify and sign CDRs and Expenditure Detail Report within 14 days and send to UNDP.</p>
<p>E) AUDIT BY JABATAN AUDIT NEGARA (JAN)</p>			
<p>1. Assist IP with the coordination for the audit; 2. Review implementation status of previous Audits recommendations (if any) with IP; 3. Review Audit Terms of Reference and <i>Audit Documentation Checklist</i> with IP; 4. Develop <i>Management Response and Follow Up Action Plans</i> requested by Audit with</p>	<p>1. UNDP Focal Point for Project documentation and ensure IP has complete and compliant set of documentation based on <i>Audit Documentation Checklist</i> encompassing the following a) Human resources management b) Financial Procurement c) Procurement d) Asset Management</p>	<p>1. Liaise with UNDP Finance Department to obtain original and relevant documentation requested by JAN - FACE Forms, vouchers, etc; 2. Share final Audit Report to EPU ICS.</p>	<p>1. EPU ICS and relevant sections to provide feedback to address an implementing or operational challenges, delays (if required).</p>



<p>IP;</p> <p>5. Participate in the Audit of the project;</p> <p>6. Support IP in implementation and review of Audit recommendations and <i>Follow Up Action Plans</i>;</p> <p>7. Report all exceptions for the <i>Follow Up Action Plans</i> on UNDP Audit Webpage (CARDS);</p>	<p>e) Project progress f) Record keeping systems g) Management Structure</p> <p>2. Note taker during project Audit of the project and draft meeting minutes (if required);</p> <p>3. Upload Audit reports and relevant supporting documents on CARDS;</p> <p>4. Follow up with IP on implementation of Audit recommendations and <i>Follow Up Action Plans</i> post completion of Audit.</p>	<p><i>Documentation Checklist to JAN;</i></p> <p>5. <i>Develop Management Response and Follow Up Action Plans</i> requested by Audit with UNDP;</p> <p>6. Participate in the Audit of the project;</p> <p>7. Review with UNDP on implementation of Audit recommendations and <i>Follow Up Action Plans</i>).</p>	
F) PROJECT REVISIONS/ADJUSTMENTS			
<p>1. Provide feedback to EPU ICS and relevant sections if there is any request by IP for project extensions and/ or budget variations.</p>		<p>1. Submit a written request to EPU and UNDP if there are project extensions and/ or budget variations prior to submission to NSC.</p>	<p>1. EPU Sections Chair review meetings on project extensions and budget variations as recommendation to NSC.</p>
C) PROJECT EVALUATION			
<p>1. Undertake the following tasks with IP</p> <p>a) Develop TOR and scope of evaluation;</p> <p>b) Identify stakeholders for project evaluation;</p> <p>c) Review documentation for evaluation;</p> <p>d) Participate in discussions for project evaluation;</p> <p>e) Review evaluation report by independent</p>	<p>1. Assist IP to prepare documentation for project evaluation;</p> <p>2. Follow up with IP on implementation of evaluation recommendations and <i>Follow Up Action Plans</i> post completion of evaluation;</p>	<p>1. Undertake the following tasks with UNDP:</p> <p>a) Develop TOR and scope of evaluation;</p> <p>b) Identify stakeholders for project evaluation;</p> <p>c) Prepare documentation for evaluation;</p> <p>d) Participate in discussions for project evaluation;</p> <p>e) Review evaluation report by independent</p>	<p>1. EPU relevant sections to participate as a stakeholder in project evaluation and provide feedback on relevance and impact of project to national development.</p>

<p>c) Institutional capacity building activities d) Lessons learned</p>			<p>agenda b) Implementation of project outputs Financial statement c) Institutional capacity building activities d) Lessons learned</p>	<p>related outcomes c) Review lessons learned and recommendations to improve design and implementation of future UNDP-Malaysia funded projects.</p>
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UNIFIED NATIONS DEVELOPMENT PROGRAMME
PROGRAMME/MANAGER **PROGRAMME/ASSOCIATE** **PROGRAMME/ASSISTANT** **IMPLEMENTING PARTNER** **EPU**

<p>6. PROCUREMENT: ASSETS, EQUIPMENT, RESOURCE MATERIALS AND WORKSHOP VENUE</p>				
<p>1. Oversight on implementation of <i>Costed Procurement Plan</i>.</p>	<p>1. Assist IP to develop TOR for procurement of assets, equipment, and workshop materials, and workshop venue (if required); 2. Review <i>Costed Procurement Plan</i> with IP on a quarterly basis.</p>	<p>1. Consolidate <i>Costed Procurement Plan</i> of all projects on a quarterly basis and UNDP cost recovery of services (if applicable).</p>	<p>1. Review <i>Costed Procurement Plan</i> with IP on a quarterly basis. 2. Develop TOR for procurement of assets, equipment, resource materials, and workshop venue with UNDP; 3. Responsible for all procurement of assets, equipment, resource materials and workshop venue as indicated within the <i>Final Prodoc, Costed Procurement Plan</i> and AWP unless agreed with UNDP beforehand; 4. All procurement activities will be in accordance to the Government of Malaysia's procurement guidelines; 5. If UNDP is to assist in procurement of assets and equipment, roles and responsibilities will be</p>	

<p>1. Develop Terms of Reference (TOR) or Request For Proposal (RFP) with IP.</p>	<p>1. Develop Terms of Reference (TOR) or Request For Proposal with UNDP.</p>
<p>C) SOLICITATION PROCEDURE: ADVERTISEMENT</p>	
<p>1. Review and clear the text for the Advertisement in consultation with IP.</p>	<p>1. Liaise with UNDP Operations Department on need to advertise consultancy and provide relevant documentation; 2. Draft Advertisement based on (TOR/ RFP) to be cleared by Programme Manager; 3. Ensure Advertisement and TOR/ RFP are available on UNDP Jobs website and newspaper.</p>
<p>1. Review and clear the text for the Advertisement in consultation with UNDP; 2. Assist to share link of Advertisement (TOR and RFP) to relevant networks, consultants in the IP's database or potential consultants.</p>	
<p>D) REVIEW AND SELECTION OF CONSULTANTS</p>	
<p>1. Evaluation of CVs/ RFP and shortlist candidates/ RFP and share with IP for feedback; 2. Complete Evaluation Form of CV/ RFP with input from IP; 3. Sign of on completed UNDP Request for Contract for submission to UNDP Operations Department; 4. Provide any justification or waiver for UNDP Contracts Appraisal Committee (CAP) submission (if required)</p>	<p>1. Assist to complete UNDP Request for Contract for submission to UNDP Operations Department 2. Ensure submission of all required and completed documentation to CAP (if required).</p>
<p>1. Provide feedback to UNDP on shortlisted candidates / RFP; 2. Provide feedback to UNDP on Evaluation Form of CV/ RFP.</p>	
<p>E) CONTRACT MANAGEMENT</p>	
<p>1. Approve requisition for selected consultants; 2. Senior Management to</p>	<p>1. Coordinate preparation of documentation for issuing of contract by UNDP</p>
<p>1. Follow up with UNDP Operations Department to liaise with selected</p>	

<p>approve Purchase Orders.</p>	<p>Operations Department; 2. Raise requisition for selected consultant and UNDP Operations Department to raise Purchase Orders.</p>	<p>candidates to complete and submit medical clearance and vendor profile form to be added to UNDP financial system.</p>	
<p>F) DAY TO DAY OPERATIONS</p>			
<p>1. Jointly monitor performance of consultants together with National Project Director (NPD).</p>			<p>1. Jointly monitor performance of consultants together with UNDP.</p>
<p>C) CERTIFICATE OF PAYMENT</p>			
<p>1. Sign Certification of Payment (CoP) in consultation with IP.</p>	<p>1. Coordinate for signing of CoP by consultants and IP; 2. Upon acceptance of signed CoP by consultant and IP, create receipt in UNDP financial system for milestone accomplishment and submit and follow up with UNDP Finance Department for payment; 3. Share remittance advice to consultant and inform IP.</p>		<p>1. Provide confirmation to UNDP of acceptance of deliverables/ outputs prior to payment and sign CoP.</p>
<p>H) PERFORMANCE EVALUATION</p>			
<p>1. Complete performance evaluation with input from National Project Director and relevant IP staff.</p>		<p>1. Liaise with UNDP Operations Department to file Performance Evaluation and share with UNDP Finance Department for records.</p>	<p>1. NPD to provide input to UNDP on performance evaluation.</p>



(NPD);	within the first week of work.	governing procedures.	(unless indicated otherwise); 2. Jointly monitor performance of project staff together with UNDP.	
J) PERFORMANCE EVALUATION				
1. Complete performance assessment of project staff with input from National Project Director and relevant IP staff and also determine percentage of bonus to be provided.		1. Liaise with UNDP Operations Unit to file Performance Evaluation.	1. Provide input for performance assessment of project staff to UNDP and also determine percentage of bonus to be provided.	
J) CONTRACT RENEWAL				
1. In consultation with NPD and based on performance evaluation, make decision on renewal and duration of contract; 2. Sign off on documentation for renewal of contract.	1. Coordinate preparation of documentation for renewal of contract by Human Resources; 2. Provide IP the cost for the renewal of the contract.		1. NPD to provide input to UNDP on renewal and duration of contract based on performance evaluation.	

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ANNEX 13: NATIONAL HOUSING POLICY

Thrust 1:

Provision of Adequate Housing Based on the Specific Needs of Target Groups

NHP 1.1: Enhancing the role of the State Government agencies, besides the Federal Government agencies and the private sector in continuing the efforts of providing affordable houses for rent or for sale.

NHP 1.2: Providing housing for all especially low-cost houses for the low-income group and encouraging the provision of medium-cost houses for the middle-income group; and

NHP 1.3: State Governments are given flexibility in determining the quota of low-cost houses to be built in mixed-development areas based on the suitability of the location and local demand.

Thrust 2:

Improving the Quality and Productivity of Housing Development

NHP 2.1: The use of skilled, trained and accredited workers for construction works to raise the quality of construction through approved and accredited systems;

NHP 2.2: Setting the quality standards and minimum housing specifications; and

NHP 2.3: Increasing the use of local building materials.

Thrust 3:

Increasing the Effectiveness of Implementation and Ensuring Compliance of the Housing Service Delivery System

NHP 3.1: Formulating, improving and enforcing laws, regulations and guidelines pertaining to the housing sector;

NHP 3.2: Enhancing the Government's service delivery system related to housing through policy coordination and implementation involving various agencies;

NHP 3.3: Encouraging the BTS concept in the housing provision system;

NHP 3.4: Improving relations and collaboration among the public and private sector as well as professional bodies in the housing sector; and

NHP 3.5: Public housing programmes at the federal level are placed under the responsibility of a single federal agency which plans, implements, sells/rents and maintains them. State Governments are still responsible for public housing programmes at the state level through their subsidiary agencies.

Thrust 4:

Improving the Capability of the People to Own and Rent Houses

NHP 4.1: Setting prices for low-cost houses as well as controlling ownership and sales to avoid speculation;

NHP 4.2: Setting a realistic rental rate for low-cost houses; and

NHP 4.3: Providing financial support for the low income group in order to own houses.

Thrust 5:

Sustainability of the Housing Sector

NHP 5.1: Increasing the use of new technologies, innovation and provision of environmental-friendly housing;

NHP 5.2: Improving research and development (R&D) efforts in the housing sector; and

NHP 5.3: Encouraging urban renewal and redevelopment of old buildings in line with the Government's objective for conservation and preservation purposes.

Thrust 6:

Enhancing the Level of Social Amenities, Basic Services and Liveable Environment

NHP 6.1: Providing housing and sustainable development complete with basic amenities and facilities based on standards and current needs as well as other social needs to create a conducive and liveable environment;

NHP 6.2: Strengthening the management mechanism and maintenance of stratified buildings and common properties; and

NHP 6.3: Implementing the concept of Safe City in housing areas.