

United Nations Development Programme

Country: Malaysia

Project Document

Project Title

Strengthening the institutional capacity of Anti-Corruption Agencies from the Organisation of Islamic Conference countries to ensure an efficient public delivery system

UNDAF Outcome(s):

Not applicable

Expected CP Outcome(s):

(Those linked to the project and extracted from the CP)

Malaysia has increased its engagement in the global partnership for development

Expected Output(s):

(Those that will result from the project)

1. Well-developed training modules, inclusive of a structured training for trainers programme and a pilot programme for selected OIC member countries, on topics such as corruption prevention, detection, investigation, prosecution, as well as regional case-studies and practices from OIC member countries; and
2. Comprehensive pre-establishment study that will support the setting up of a research and international training centre based in MACA with a specific focus on anti-corruption for OIC member countries.

Executing Entity:

Malaysian Anti-Corruption Commission (MACC)

Implementing Agencies:

Malaysian Anti-Corruption Academy (MACA), UNDP Malaysia

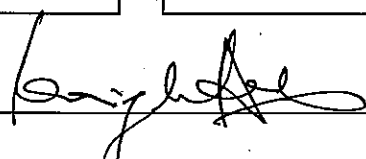
Brief Description

The project aims to strengthen the institutional capacity of selected Anti-Corruption Agencies (ACA) based in the 57 member states of the OIC in their understanding and appreciation of relevant international anti corruption instruments and conventions. It also aims to strengthen these countries' technical know-how and skills in corruption prevention, detection, investigation, and prosecution. Emphasis will also be placed on deepening and broadening the understanding of the participating ACAs' on the causes and effects of corruption and its negative consequences on national human development.

Programme Period:	2010-2011 (two years)
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	_____
Start date:	_____
End Date	_____
PAC Meeting Date	_____
Management Arrangements	_____

2010 AWP budget:	USD	332,386.95
2011 AWP budget:	USD	17,491.95
Total resources required:	USD	349,878.90
Total allocated resources:		
DGTTF:	USD	250,000
Government CS	USD	30,000
TRAC	USD	30,000
MACA In-kind Contribution	USD	40,000
GMS fee 6%	USD	1,800

Agreed by (Government)



DATU NORIYAH BT AHMAD
Director General
Economic Planning Unit

Agreed by (UNDP):

Malhotra 29/4/2010

Kamal Malhotra
Resident Representative

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LIST OF ABBREVIATIONS

ACA	Anti-Corruption Agency
APR	Annual Progress Report
AWP	Annual Work Plan
CP	Country Programme
CPAP	Country Programme Action Plan
CS	Cost Sharing
DGTF	Democratic Governance Thematic Thrust Fund
EPU	Economic Planning Unit, Prime Minister's Department
FACE	Funding Authorisation and Certificate of Expenditures
MACA	Malaysian Anti-Corruption Academy
MACC	Malaysia Anti-Corruption Commission
MOFA	Ministry of Foreign Affairs
NEX	National Execution
NIM	National Implementation Modality
NPD	National Project Director
NSC	National Steering Committee
SBAA	Standard Basic Assistance Agreement
TRAC	Target for Resource Assignment from the Core
TWC	Technical Working Committee
UN	United Nations
UNDP	United Nations Development Programme

I. SITUATION ANALYSIS

Corruption takes a disproportionate toll on the poor, by undermining the delivery of public services, such as health, education, and infrastructure; and it also creates macroeconomic uncertainty and worsens the investment climate. Studies show that moving up from the lowest end of the corruption perception distribution to the middle may result in an increase in investment by as much as 8% of GDP. Similarly, the per capita income growth may rise by over 1 per cent.

It is well recognised now that democratic governance is a global public good that requires collective action. Poor governance in one country inevitably spills over to others. The landmark UN Convention against Corruption is the single most important international agreement reflecting the importance of collective action. The Convention provides an unprecedented step forward in recognizing the global responsibility in fighting corruption. For example, it includes provisions to help prevent corruption at home, by strengthening transparency in public financial management, including in procurement; meritocratic hiring of civil servants; open and participatory rule-making; right to information; and other measures.

Recognising the importance of combating corruption to support the sustainable future development of all nations and also recognizing the strategic benefits of concerted action through assisting other countries in the fight against corruption, the Malaysian Anti-Corruption Academy (MACA) was set-up as a regional hub in 2005. Its establishment is the first of its kind in the Asia-Pacific region aimed at building regional countries' capacity and capability to fight corruption by promoting best practices in investigation, monitoring and enforcement and venturing into new areas such as forensic accounting and forensic engineering. To add credence and credibility of the programmes run by the academy, many international institutions and organizations have agreed to cooperate with Malaysia in developing anti-corruption programmes including conducting the courses, seminars, trainings, and workshops annually that would cater for the regional countries.

Focus on OIC member states

Leveraging on this strategic role of MACA, one area of focus in the immediate short-term is for MACA to bring together selected countries of the Organisation of Islamic Conference (OIC) towards strengthening their institutional capacity and capability in combating corruption. During the first anti-corruption forum of OIC countries held in Malaysia in 2006, the then Prime Minister of Malaysia, Abdullah Badawi had called for all OIC member countries to play a more active role in the global fight against corruption, in a bid not only to fulfill their obligations to the international community, but more importantly to secure a better economic, social and political future for the member countries. Transparency International's Corruption Perception Index in 2005 showed that of the 158 countries surveyed, the Muslim country with the best record only ranked 29th. More than half of the bottom 10 countries are Muslim countries.

The focus of this project on building the capacity and capability of Anti-Corruption Agencies (ACAs) of OIC member states is therefore particularly timely and highly relevant given that MACA is expanding its outreach as a regional training institute and also importantly, to assist OIC member states in their fight against corruption by way of equipping the trainers of ACAs with comprehensive knowledge and expertise in identified areas of anti-corruption. This will then through multiplier effects, contribute towards the building of a credible and more effective pool of ACA officials in OIC member states, which will ultimately lead to the strengthening of these institutions' capacity and capability in combating corruption.

Accentuating Malaysia's focus on South-South Cooperation for Development

Malaysia is a strong proponent of South-South cooperation and has, under its technical cooperation programmes, contributed extensively to the capacity development of Southern countries in Africa and Asia since the 1980s in different areas including public administration, finance, development planning and humanitarian disaster response and recovery. Malaysia's Technical Cooperation Programme (MTCP) now extends its training to 140 developing countries from 10 regions. A total of 48 Malaysian institutions

now participate under the MTCP to provide training and share their knowledge and skills with these developing countries. MACA recently joined the list of these 48 institutions, providing training in various fields such as investigation, prosecution, Intelligence, prevention, financial management, security, and leadership.

In light of this, the focus on OIC countries in anti-corruption training would expand MACA's reach internationally and would build MACA's reputation as a regional training centre. This would also at the same time contribute towards solidifying Malaysia's prominent role in assisting other developing countries through greater South-South cooperation. This would contribute further towards the achievement of the County Programme Action Plan (CPAP) in building the capacity development of counties of the South and other developing countries through increasing its engagement in the global partnership for development.

II. STRATEGY

Implementing Partner:

Malaysian Anti-Corruption Academy (MACA)

MACA, since its establishment in December 2005 has played an instrumental role in the training of local and international officers in the areas of corruption prevention, detection, investigation, and prosecution. The academy, which is the first of its kind in the Asia-Pacific region, has been gaining international prominence with the increasing international participation in its training programmes. To date, approximately 300 international participants have been trained in various fields such as asset tracing, money laundering, forfeiture of property, democratic governance and ethics amongst others. A number of international institutions and organizations have also shown keen interest to cooperate with MACA in providing expertise to assist in the preparation of guidelines and conduct courses, trainings, seminars and workshops especially in the Asia-Pacific region to combat corruption. MACA's international linkage is also being consistently strengthened through the bilateral and multilateral networking with other enforcement agencies in the region such as ICAC Hong Kong, BMR Brunei Darussalam, KPK Indonesia, KICAC Republic of Korea, CPIB Singapore, NCCC Thailand and other organizations such as UNDP, ADB-OECD, APEC, UNODC, World Bank, OIC and American Bar Association/Asia Law Initiative. On the local front, MACA's commitment towards nurturing a workforce that is adept in fighting the ills of corruption is exemplified through MACA's collaboration with universities, other public institutions as well the private sector. MACA's development strategy to continue expanding its training to other regional countries, and to be a significant global player in the fight against corruption, fits ideally within the scope of this project. Therefore MACA is keen to play a significant role in contributing towards the deliverables of this project, especially given its tangible and intangible short to long-term benefits it would bring to the country, the region as well as the international community as a whole.

Enabling Partner:

United Nations Development Programme (UNDP)

UNDP is committed to promoting democratic governance with a focus on anti-corruption, human rights and the results orientation of the public sector. Towards this end, UNDP supports the work of the Malaysian government and Civil Society Organisations in areas relating to strengthening anti-corruption and transparency measures and human rights and development initiatives. Within the CPAP, the project links into its CPD Outcome 1: Malaysia has increased in the global partnership for development, through which the capacity of MACA in the areas of anti-corruption training should be built. Under this outcome, Malaysia would also contribute to the capacity development of countries of the South and in the case of this project to the institutional capacity of Anti-Corruption Agencies from OIC countries. UNDP has a long history of supporting capacity building activities to ensure effective implementation of policies and programmes in the area of democratic governance. These have been recorded and used for comparative studies providing valuable resources for the documentation of lessons learnt and best practices which have become the basis for policy development and programming. With this expertise background, UNDP is an ideal enabling partner for the project to assist in the project's linkage to the broader, global context of the subject matters with a focus on the needs of OIC member states.

Sustainability

Particular consideration will have to be given to ensure the sustainability of the trainings developed and implemented so that MACA will be able to run at the same level as it will during the UNDP project cycle. Accordingly, a strong outreach is necessary from the very beginning of the project which will establish a network of partners and ensure a prominent visibility of MACA's efforts wherever possible. UNDP will also support the pre-establishment study in setting up a research and training centre in MACA which will aim to strengthen MACA's long-term development as a credible and well-regarded regional research and international training institute.

MACA's role in filling in the gap in the capacity building of substantive areas of anti-corruption will be used as arguments for the promotion and possibly for further funding for selected capacity building programmes such as courses, conferences or related events from donors for possible medium or long term commitments. MACA's experience in building capacity towards becoming a well-renowned regional and international anti-corruption training centre could also be shared with other developing economies that aim to establish a regional training centre. This could possibly include countries in Western-Africa that would benefit from the sharing of experiences with MACA on the establishment of a regional anti-corruption training centre.

A particular focus will be given to the capacity and capability building of MACA to be able to train trainers from OIC member states so that any all newly developed modules will be able to be taught in the long term and not only over the period of the project. External specialist consultants and visiting delegations in general will enhance these efforts. Generally, sustainability will be considered in all planning, implementation and evaluation processes of the project.

Project Components

The project will consist of two components as follows:

1. Development of training modules, inclusive of a structured training for trainers programme and a pilot programme for selected OIC member countries, on topics such as corruption prevention, detection, investigation, prosecution, as well as regional case-studies and practices from OIC member countries; and
2. Comprehensive pre-establishment study that will support the setting up of a research and international training centre based in MACA with a specific focus on anti-corruption for OIC member countries.

Component 1: Development of training modules, inclusive of a pilot programme

The training programme in MACA is currently based on presentation materials prepared by the individual presenters/trainers. There is however no well-documented teaching modules for each of the training topics that can be used as a training guide/manual for long-term reference and use. This project therefore aims to develop these teaching modules, mainly targeted for OIC member states through first, identifying the needs of OIC member countries' anti-corruption agencies in terms of the specific areas of training in anti-corruption required. This would entail identifying the gaps as well as the existing exposure to training that these OIC members currently have. In undertaking this exercise, the project shall, among others, establish a link with the Arab Anti-Corruption and Integrity Network (ACINET) as well as with the UNDP Arab States Anti-corruption Programme within the Programme on Governance in the Arab Region (POGAR), which will also be embarking on comparative analysis of the ACAs in the Arab countries. Following this exercise, a comprehensive list of training topics for trainers needs to be developed. This would be based on MACA's existing training topics as well as taking into account areas for improvement as well as addressing the specific needs of OIC member states as identified earlier. The topics identified will then be structured into a training programme to ensure a comprehensive approach to the training of trainers' programme. Thirdly, is to draw-out the parameters for the drafting of the teaching modules to ensure that there is consistency in how all the teaching modules are developed. Lastly, teaching modules for all the topics need to be developed based on the guiding parameters. In this regard, a peer review group will be set up with participation from the Regional Centre in Bangkok (RCB) and international anti-corruption experts to review the teaching modules. Once the teaching modules are developed, a pilot programme will be run in MACA with approximately 25 trainers from OIC member states. Equal participation by both genders at the first pilot programme will be pursued as far as possible. The pilot programme will aim to obtain feedback from the 25 trainers in order to identify any gaps in the new structure and modules and to make the necessary improvements, where required. In order to obtain buy-in and to build interest in the pilot programme, the Ministry of Foreign Affairs will be engaged to disseminate information on the programme to other OIC countries through the OIC desk in the Ministry as well as through the embassies in OIC countries. MACA will also play a significant role in disseminating information through their ACA counterparts and through publishing the information on their website. International cooperation in disseminating the information will also be sought, particularly through the anti-corruption networks operated by RCB (AP-INTACT-Net) and POGAR (ACINET).

Component 2: Establishment of a research and international training centre based in MACA

The training centre in MACA has well-equipped facilities to conduct training for national as well as international participants and MACA has also been continuously building its resource base in order to improve its training programmes. One area that could be given greater focus and which will contribute significantly to building the credibility of MACA as an internationally recognised training centre is to establish an in-house research centre. The research centre would support MACA's training programmes through feeding up-to-date analysis and findings to continuously improve the training programmes and to ensure that they remain relevant by taking into account current developments. This project therefore aims to establish the underlying structure of the training and research centre in MACA through supporting a pre-establishment study of the centre. The pre-establishment study will detail out the inter-linkages between the training centre and the research centre and will also outline the strategic focus areas of the research centre. This will include recommendations on how to orientate the focus of the research centre towards addressing OIC member states' research needs and interest in the area of anti-

corruption. The pre-establishment study will identify the future direction of the research and training centre towards making it internationally recognised and well regarded, particularly as a focal point in the region and among the OIC member states. To kick-start the establishment of the research and training centre, the pre-establishment study will also detail out the administrative start-up arrangements of the centre, which will include its financial requirements of seed funding and the annual maintenance cost, as well as the administrative arrangements, encompassing its organization and human resource requirements.

III. RESULTS AND RESOURCES FRAMEWORK

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

Outcome 1:

Malaysia has increased its engagement in the global partnership for development

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

Malaysia to have contributed to the capacity development of countries of the South and other developing countries

Applicable Key Result Area (from 2008-11 Strategic Plan):

Partnership Strategy

The Malaysian Anti-Corruption Academy (MACA) will be the implementing agency. Other key stakeholders from relevant national and international agencies, non-governmental organizations and experts from other anti-corruption agencies will provide technical inputs through various platforms including the Technical Working Committee and National Steering Committee.

Project title and ID (ATLAS Award ID):

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1 Well-developed training modules, inclusive of a structured training for trainers programme and a pilot programme for selected OIC member countries, on topics such as corruption prevention, detection, investigation, prosecution, as well as regional case-studies and practices from OIC member countries.</p>	<p>Targets (2010)</p> <p>1.1 Development of training modules</p>	<p>1.1.1 Identify training needs of OIC member states' Anti-Corruption Agencies (ACAs) through undertaking a comprehensive assessment and analysis on existing anti-corruption training programmes in OIC member states as well as the niche areas in training that Malaysia should focus on to attract OIC member states' participation.</p>	<p>MACA UNDP Project Manager Research Manager</p>	<p>Desk-review, Meetings, Consultation with OIC Counterparts, Information Communication Technology Equipment, Miscellaneous</p>
	<p>1.2 Conduct one pilot programme</p>	<p>1.1.2 Develop a list of training topics, which incorporates MACA's existing training topics with some</p>	<p>MACA UNDP Project Manager</p>	<p>Desk-review, Meetings, Consultation with OIC Counterparts Online, Miscellaneous</p>

		<p>modifications where needed and new topics to cater for OIC member states as identified earlier. In identifying areas for improvement on existing MACA anti-corruption training topics, an analysis of other developed and developing countries' anti-corruption training topics and content should be undertaken.</p>	<p>Research Manager</p>	
	1.1.3	<p>The list of training topics developed will then be structured into a training programme (1 Week or 2 weeks programme) to ensure a comprehensive approach to the training of trainers' programme.</p>	<p>MACA UNDP Project Manager Research Manager</p>	<p>Desk-review, Meetings, Consultation with existing MACA trainers, Miscellaneous</p>
	1.1.4	<p>Establish the guiding parameters for the drafting of the teaching modules to ensure that there is consistency in how all the teaching modules are developed</p>	<p>MACA UNDP Project Manager Research Manager</p>	<p>Desk-review, Meetings, Consultation with existing MACA trainers, Miscellaneous</p>
	1.1.5	<p>Develop the teaching modules for all the topics based on the guiding parameters and compile them accordingly</p>	<p>MACA UNDP Consultants Project Manager Research Manager</p>	<p>International Consultants, Local Consultants, Travel, Meetings</p>
	1.2.1	<p>Disseminate information on the pilot programme to obtain buy-in and to build interest in the programme. Wisma Putra (Ministry of Foreign Affairs) could be engaged to assist in promoting the pilot programme through its OIC</p>	<p>Wisma Putra MACA</p>	<p>Advertisement pamphlets/letters/write- ups</p>

		<p>desk and also its Embassies in the OIC countries., MACA could also publish the information on the pilot programme on its website in order to reach a wide network of participants.</p> <p>1.3.1 Conduct a pilot programme for trainers based on new structure of training programme and new teaching modules in order to obtain feedback and to identify any gaps in the new structure and modules and to make the necessary improvements, where required.</p>	<p>MACA UNDP Consultants Project Manager Research Manager</p>	<p>International Consultants, Local Consultants, Representatives from 30 OIC Anti-Corruptions Agencies, Travel, Meetings</p>
<p>Output 2</p> <p>Comprehensive pre-establishment study that will support the setting up of a research and international training centre based in MACA with a specific focus on anti-corruption for OIC member countries.</p>	<p>Targets (2011)</p> <p>2.1 Develop a framework that will provide the foundation for the establishment of a credible and internationally recognised research and training centre based in MACA</p>	<p>2.1.1 Prepare a detailed pre-establishment feasibility study, which will define the scope of work of the research and training centre, its areas of focus including building expertise in OIC research areas, the types of programmes, the financial requirements of seed funding and the annual maintenance cost, as well as the administrative arrangements, which should include its organization and human resource requirements.</p> <p>2.1.2 Identify existing gaps in the training centre in MACA and make recommendations on areas for improvement in order to develop the training centre into a research and international training centre based on the framework identified</p>	<p>MACA UNDP Consultants Project Manager</p> <p>MACA UNDP Consultants Project Manager</p>	<p>Consultant, Travel, Meetings</p> <p>Consultant, Travel, Meetings</p>

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		in the pre-establishment study.		
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IV. ANNUAL WORK PLAN

Year: 2010

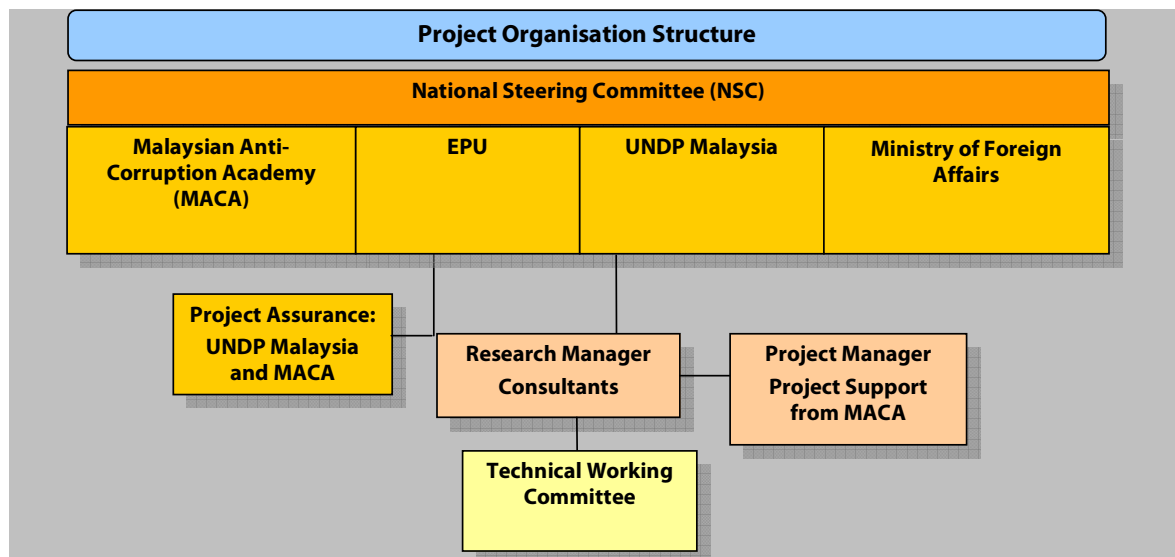
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
<p>Output 1 Well-developed training modules, inclusive of a structured training for trainers programme and a pilot programme for selected OIC member countries, on topics such as corruption prevention, detection, investigation, prosecution, as well as regional case-studies and practices from OIC member countries.</p> <p><i>Baseline:</i> 1. MACA has recently developed teaching materials as part of its MTCP programme. 2. The teaching materials have however not been compiled into comprehensive teaching modules 3. MACA has existing work programme for executives (2 weeks) and senior executives (1 week)</p>	<p><i>Activity Result 1:</i> Development of training modules</p> <p><i>Associated actions:</i> 1. Recruitment and appointment of project manager and research manager 2. Identify OIC member states' anti-corruption training needs and develop training topics 3. Appointment of consultants to develop modules for each teaching topic 4. Conduct at least one stakeholder meeting to determine and endorse teaching topics and appointed consultants to develop teaching modules 5. Compile all teaching modules into a comprehensive document</p>	X	X			MACA UNDP Consultants Project Manager Research Manager	DGTF TRAC MACA (in-kind) MACA MACA MACA DGTF	Project Manager Research Manager IT supplies Meetings/teleconference with identified countries Admin expenditure Consultants Travel for consultants	53,960 1,000 900 500 105,000 14,640

<p><i>Indicators:</i></p> <ol style="list-style-type: none"> 1. Presentation slides used by instructors at MTCP training sessions are currently available 2. Development of teaching modules for each identified topic 3. Schedule of training programme is currently available <p><i>Targets:</i></p> <ol style="list-style-type: none"> 1. Teaching modules developed for each topic identified 2. A more structured training programme for trainers is developed 3. First pilot training programme organised for OIC countries and feedback incorporated into teaching modules to improve the contents of the modules <p><i>Related CP outcome:</i></p> <p>Malaysia has increased its engagement in the global partnership for development</p>									
	<p><i>Activity Result 2:</i></p> <p>Conduct a pilot programme with OIC member states to identify any gaps in training programme and modules and to make the necessary improvement</p> <p><i>Associated actions:</i></p> <ol style="list-style-type: none"> 1. Invite 25 selected OIC 					<p>MACA UNDP Consultants Project Manager</p>	<p>CS CS</p>	<p>Travel for 4 trainers Honorarium for trainers</p>	<p>12,936 4,109</p>

	<p>member states to participate in pilot programme</p> <p>2. Invite identified trainers to conduct pilot programme using new modules developed</p> <p>3. Conduct training based on new teaching modules and training programmes</p> <p>4. Identify any gaps based on feedback of training programme and teaching modules and make recommendations for improvement</p> <p>5. Consultants to make necessary changes to training modules where required and to finalise the modules</p>			X			DGTF	Travel for 25 selected OIC member states	107,900
				X			MACA	Meals for participants	3,072
					X		MACA	Training facilities	10,000
						X	MACA	Printing of modules	5,000
							DGTF, CS and MACA	Miscellaneous	13,789.90
Year: 2011									
<p>Output 2</p> <p>Comprehensive pre-establishment study that will support the setting up of a research and international training centre based in MACA with a specific focus on anti-corruption for OIC member countries.</p> <p><i>Baseline:</i></p> <p>1. MACA has a training centre established since 2005 but not specifically focused on</p>	<p><i>Activity Result 1:</i></p> <p>Develop a framework that will provide the foundation for the establishment of a credible and internationally recognised research and training centre based in MACA</p> <p><i>Associated actions:</i></p> <p>1. Appointment of consultant to undertake pre-establishment study</p> <p>2. Preparation of detailed pre-establishment study</p>						MACA UNDP Consultants Project Manager		
		X					MACA	Project Manager	6,159
							CS	Consultant	10,500
							DGTF, CS and MACA	Miscellaneous	413.00
			X						

<p>anti-corruption for OIC member states</p> <p>2. MACA currently does not have a dedicated research centre to support its training arm</p> <p><i>Indicators:</i></p> <p>1. Training centre established in 2005 is housed in MACA</p> <p>2. Establishment of a research centre which supports the development of anti-corruption training modules and structure, based in MACA.</p> <p><i>Targets:</i></p> <p>1. Training and research centre established based on recommendations in pre-establishment study</p> <p><i>Related CP outcome:</i></p> <p>Malaysia has increased its engagement in the global partnership for development</p>	<p>3. Conduct at least one stakeholder meeting to discuss findings and recommendations of pre-establishment study and to determine way forward to support establishment of the centre, as well as the financial sustainability of the centre..</p>		X													349,878.90
Total																349,878.90

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 and will be chaired by the Director of MACA. The Committee will be composed of representatives from UNDP Malaysia and the Economic Planning Unit, Prime Minister's Department (EPU) and other relevant stakeholders to be identified. The TOR of the NSC shall be agreed among the stakeholders within the first six months of the project.

National Project Director (NPD)

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

Technical Working Committee (TWC)

A technical working committee will be established to handle all technical matters relating to the project and will be chaired by the Head of the International Studies Centre of MACA. The members of the TWC will consist of representatives from MACA, EPU, UNDP and other relevant stakeholders to be determined by the National Steering Committee.

Consultants and Technical Support

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

Project Assurance

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

Project Manager

The Project Manager will manage the project on behalf of the NSC and the TWC in close coordination within the TOR agreed to by the NSC and the TWC. The Project Manager is responsible for day-to-day management and decision-making for the project together with an identified officer of the implementing agency. The Project Manager ensures that the project produces the results specified in the project document to the required standard of quality and within the specified constraints of time and cost.

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

Research Manager

The Research Manager will undertake substantive research on the project and will be required to work both independently and also with the appointed consultants. The Research Manager will work closely with MACA and UNDP in ensuring the substantive content of the project deliverables are adhered to and ensures that the project produces the results specified in the project document to the required standard of quality and within the specified constraints of time and cost.

The Research Manager will be recruited externally and will report to MACA and UNDP on the research work assigned to him or her. He or she will update MACA and UNDP on the development of the project and will advise and make recommendations on the substantive development of the project. The TOR of the Research Manager shall be agreed among the stakeholders as soon as the project commences.

Financial Management

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

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

The FACE form as per Annex X 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 resources to achieve the expected results;
- Maintaining an up to date accounting system that contains records and controls to ensure the accuracy and reliability of financial information and reporting. Expenditures made should be in accordance with the, Annual Work Plans and budgets.

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

A project revision shall be made when appropriate; to respond to changes in the development context or to adjust the design and resources allocation to ensure the effectiveness of the project provided that the project remains relevant to the Country Programme. A project revision shall be supported by the record of an approval decision made by the project NSC, and an updated and signed AWP.

UNDP Support Services

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

- a) Identification and recruitment of project personnel;
- b) Procurement of goods and services;
- c) 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.

UNDP will charge for the support services provided as follows:

- a. 6% cost recovery for the provision of general management support (GMS) for activities funded under Government Cost sharing
- b. Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity /implementing partner..

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 for the project that is accessible for public viewing;
- Conduct teleconference with OIC member states to analyse specific OIC ACAs' training requirements.
- Office space (i.e. room/workspace) for the Project Manager and consultants in MACA;
- Use of office support facilities by the Project Manager and consultants (e.g. fax machine, stationary, photostat machine, telephone), and secretarial support where applicable;
- Printing of all the teaching modules for all the delegates attending the pilot programme.
- Facilities for convening meetings and the pilot training programme.

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 plans.
- **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 chaired by EPU within three months after the operational closure of the project. Its purpose is to assess the performance and success of the project. It should look at the sustainability of the results, including the contribution to related outcomes (and the status of these outcomes) and capacity development. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-funded projects. The meeting will discuss the Final Project Review Report that should be submitted two weeks prior to the Final Project Review Meeting.

b) Progress Reporting Documents

- **Mid Year Progress Report**
A Mid Year Progress Report shall be prepared by the Project Manager and shared with the NSC by 30 June of each project year. As a minimum requirement, the Mid Year Progress Report shall utilize the standard template for the Annual Project Report (APR) covering a six month period.
- **Annual Progress Report (APR)**
An Annual Progress Report shall also be prepared by the Project Manager and shared with the NSC by the end of the last quarter of each year. The Annual Progress Report shall highlight risks and challenges, the summary of results achieved, and lessons learnt of the project for that reporting year.

- Final Project Review Report
This document 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 bilateral donors. Within the annex, the following are required to be submitted:
 - Lessons learnt log - summarizing the information captured throughout the implementation of the project
 - Minutes of NSC meetings
 - Minutes of TWC meetings
 - Annual signed CDRs
 - Statements of Cash Position (to be submitted together with CDR on a yearly basis)
 - Statements of Assets and Equipment (to be submitted together with CDR on a yearly basis)

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

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

c) Financial Monitoring and Quality Assurance

- Combined Delivery Reports
The Combined Delivery Report (CDR) is the report that reflects the total expenditures and actual obligations (recorded in Atlas) of a Project during a period. This report is prepared by UNDP using Atlas and shared with the implementing partner on a quarterly basis and at the end of each year. The Implementing Partner is required to verify each transaction made and sign the quarterly issued CDR report.
- Audit
Audit is an integral part of sound financial and administrative management, and of the UNDP accountability framework. The project will be audited at least once in its lifetime and in accordance with the threshold established for the annual expenditures by the Office of Audit and Investigations (OAI). The audit provides UNDP with assurance that resources are used to achieve the results described and that UNDP resources are adequately safeguarded.

The selection of an Audit Firm shall be through a competitive Request for Proposals, in consultation with the Implementing Partner and EPU or if possible shall be performed by the National Audit Authority. UNDP procedures must be followed as per the specific Terms of Reference for Audits of 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 by reference, constitute together the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project attached hereto (Annex XII) and forming an integral part hereof, as “the Project Document”

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

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

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

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

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

ANNEX I: PROJECT BUDGET

Output	Activities	Source of Funds	Budget Description	Cost (USD)		Total (USD)	Note
				Year: 2010	Year: 2011		
1.1 Development of training modules	1.1.1 Identify training needs of OIC member states' Anti-Corruption Agencies (ACAs) .	MACA- <i>in kind</i>	Project Manager	20,530.00	6,159.00	26,689.00	<i>USD2053per month</i>
		DGTTF:USD3,430 TRAC:USD30,000	Research Manager	33,430.00	0.00	33,430.00	<i>USD3343 per month</i>
		MACA- <i>in kind</i>	IT Supplies (computer etc)	1,000.00	0.00	1,000.00	
		MACA- <i>in kind</i>	Meetings/teleconference with OIC member states	250.00	0.00	250.00	
	1.12 Develop a list of training topics, which incorporates MACA's existing training topics with some modifications where needed and new topics to cater for OIC member states as identified earlier.	MACA- <i>in kind</i>	Meetings/teleconference with developed/developing countries to undertake benchmark studies	250.00	0.00	250.00	
	1.1.3 Structure training programme based on identified training topics	MACA- <i>in kind</i>	Meetings with stakeholders/CSOs and teleconference with selected countries	200.00	0.00	200.00	
	1.1.4 Establish the guiding parameters for the drafting of the teaching modules	MACA- <i>in kind</i>	Meetings with stakeholders and teleconference with selected countries	200.00	0.00	200.00	

		MACA-in kind	Admin expenditure (printing/faxing)	500.00	0.00	500.00	
	1.1.5 Develop the teaching modules for all the topics based on the guiding parameters	DGTF	Appoint consultants	105,000.00	0.00	105,000.00	Each consultant's daily rate USD350*60 days*5 modules
			- approx 5 training topics				
		DGTF	Travel for 5 consultants			14,640.00	
			air ticket for 5 consultants	10,000.00			Air ticket: USD2000*5
			DSA	3,880.00			DSA: 194*4days*5
			TE	760.00			TE: 152*5
1.2 Conduct one field testing training programme	1.2.1 Conduct one field training for trainers based on new structure of training programme and new teaching modules	CS	Trainers for 7 topics -air ticket for 4 international trainers	10,000.00	0.00	12,936.00	Air ticket: USD2500*4 DSA: USD194*3 days*4trainers TE: USD152*4
			- DSA	2,328.00	0.00		
			TE	608.00	0.00		
		CS	Honorarium for trainers	4,109.00	0	4,109.00	USD587 per trainer (on the basis of RM500 per hour for four hours)
		DGTF	Meals for 5-day training	3,072.00	0	3,072.00	USD96 per pax for 5 days* 32 participants+ trainers
		DGTF	Participants from 25 OIC member states			107,900.00	
			-air ticket for 25 participants	75,000.00	0.00		Air ticket: USD3000*25

			- DSA	29,100.00	0.00		<i>DSA: USD3194*6 days*25 TE: USD152*25</i>
			- TE	3,800.00	0.00		
		MACA-in kind	Training facilities	10,000.00	0.00	10,000.00	
		DGTTF	Printing and publishing modules	5,000.00	0.00	5,000.00	
2.1 Develop a framework that will provide the foundation for the establishment of a credible and internationally recognised research and training centre based in MACA	2.1.1 Prepare a detailed pre-establishment feasibility study	CS	Appoint consultant	0.00	10,500.00	10,500.00	USD350*30 days
Sub- total				319,017.00	16,659.00	335,676.00	
Miscellaneous		MACA in-kind: USD780.90 DGTTF: USD10,958 CS: USD2455		13,789.90	413.00	14,193.90	
Grand Total				332,806.90	17,072.00	349,878.90	

Note: Calculation based on rates as at 1 February 2010

USD = MYR3.41

DGTTF: USD250,000.00

MACA: USD 39,878.90

TRAC: USD 30,000.00

CS: USD 30,000.00

ANNEX II: RISKS AND MITIGATION

Description	Type	Impact & Probability	Mitigation Measures
The value of US Dollars foreign exchange against the Ringgit may depreciate during the project cycle.	Financial	Probability: Low 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 fluctuations, the budget will be adjusted accordingly and approved by the NSC. Alternative funding source may be considered.
There may be some delay in the project timeline in terms of developing the training modules for each identified topic as this will depend on the total number of topics identified and how extensive each topic should be covered.	Others	Probability: Medium Impact: Medium	The consultants will need to identify the topics early so that development of the modules can be undertaken efficiently. There will also need to be close consultation with MACA to ensure the modules developed are not too extensive and voluminous, but instead are focused and strategic. This will help to ensure that the modules are developed on time.
There may be a lack of support among OIC member states in the training programme and training modules.	Others	Probability: Medium Impact: High	There will be a need for MACA to engage OIC member states in the preliminary stages of developing the training modules and the structure, to ensure they meet and address the needs of OIC member states. This will ensure buy-in of OIC member states in the anti-corruption modules and training structure.

ANNEX III: FINANCIAL ARRANGEMENTS

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

UNDP may assist with direct payments to other parties for goods and services provided to the project. In this connection, the government implementing agency will forward to the UNDP a standard form and keep all the original records of the transaction such as purchase orders, invoices, receipts, delivery orders, etc.

ANNEX IV: UNDP ANNUAL WORK PLAN MONITORING TOOL

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

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

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

Expenditures: List actual expenditures against activities complete

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

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

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

The Annual Work Plan (AWP) Monitoring Tool

Year_____

CP Component _____

Implementing Partner _____

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

ANNEX V: 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 of MACA.

The International Studies Centre of MACA will act as Secretariat to the NSC. Members of the NSC will consist of representatives from the EPU, MOFA, UNDP and other relevant stakeholders to be determined by the Committee.

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

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

ANNEX VI: TERMS OF REFERENCE: TECHNICAL WORKING COMMITTEE (TWC)

The Technical Working Committee (TWC) will assist the NSC in monitoring the conduct of the project and providing technical guidance on the implementation of the project. The TWC will act as technical advisors to the NSC. The TWC will be chaired by the Head of the International Studies Centre of MACA. The International Studies Centre of MACA will act as Secretariat to the TWC. The members of the TWC will consist of representatives from the EPU, MOFA and UNDP other relevant stakeholders to be determined by the National Steering Committee.

The TWC will be specifically responsible for:

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

ANNEX VII: TERMS OF REFERENCE: NATIONAL PROJECT DIRECTOR

National Project Director is a staff member of the Government implementing agency of a UNDP-supported project and in this case will be an officer from the International Studies Centre of MACA or an officer appointed by the Director of MACA as deemed appropriate. His/her main responsibility is to coordinate project activities among the main parties to the project: the Government co-coordinating authority, the consultant, and UNDP.

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

- Ensuring that the project document and project revisions requiring Government's approval are processed through the Government co-ordinating authority , in accordance with established procedures;
- Preparing work plans in discussion with the Project Manager, UNDP and consultants;
- Mobilising national institutional mechanisms for smooth progress of project;
- Reviewing project status reports;
- Providing direction and guidance on project-related issues;
- Providing advice and guidance to the project team.
- Approve financial transactions.

ANNEX VIII: 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 an officer of MACA and will be based at MACA.

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 ECD and UNDP;
- Coordinate and facilitate the work of multiple component teams engaged in the implementation of project activities;
- 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 overall 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); and
- Where necessary and upon advice by UNDP, perform the function of ATLAS External User, creating requisitions and vouchers, and other relevant ATLAS processes.

Duration: 2010-2011

Reports to: National Project Director and UNDP

ANNEX IX: TERMS OF REFERENCE: RESEARCH MANAGER

The Research Manager will be primarily focused on the substantive content of the project deliverables. The Research Manager's role is to research certain identified topics independently and to also work closely with the appointed consultants in the ensuring the training modules produced meet the required standard of quality and within the specified constraints of time and cost. He/She will be based at MACA.

The specific tasks of the Research Manager are:

- Identify training needs of OIC member states' Anti-Corruption Agencies (ACAs) through undertaking a comprehensive assessment and analysis on existing anti-corruption training programmes in OIC member states as well as the niche areas in training that Malaysia should focus on to attract OIC member states' participation;
- Develop a list of training topics, which incorporates MACA's existing training topics with some modifications where needed and new topics to cater for OIC member states as identified earlier. In identifying areas for improvement on existing MACA anti-corruption training topics, an analysis of other developed and developing countries' anti-corruption training topics and content should be undertaken;
- Structure the training programme (1 Week programme) based on training topics identified, to ensure a comprehensive approach to the training of trainers' programme;
- Establish the guiding parameters for the drafting of the teaching modules to ensure that there is consistency in how all the teaching modules are developed;
- Work closely with appointed consultants in developing the teaching modules for all the topics based on the guiding parameters and compile all the five teaching modules accordingly by ensuring consistency in approach of all the teaching modules;
- Assist in the organisation of the pilot training programme through providing substantive inputs, which includes identifying the 25 OIC member states to participate in the training programme;
- Compile all feedback received during the pilot training programme and work closely with the appointed consultants to improve the content of each of the five modules;
- Other procedural arrangements:
- Maintain close contact with designated focal points from UNDP and other stakeholders, highlighting any concerns or hindrances that could affect the effective and efficient deliverables of the project and to also make recommendations on ways to improve content deliverables of the project;
- Work closely with key stakeholders in the drafting and preparation of relevant Terms of Reference for local consultants; and
- Be responsible for the substantive delivery of the project results and final outputs;
- Be actively involved in the substantive preparation of relevant knowledge products (including publications and reports).

Duration: 2010

Reports to: Project Manager and UNDP

Qualifications and skills:

1. Masters degree or equivalent in Social Science, Development, Management, Public Administration or a related discipline. Work experience in lieu of formal qualifications will also be considered.
2. At least 5 years of relevant working experience with a good understanding of developmental issues, particularly in relation to politics, institutional building, the role of the state, ethics, and anti-corruption.
3. Be proactive, energetic, committed and innovative.
4. Excellent in human relations, coordination, planning and team work.
5. Excellent writing and communication skills. Strong command of English and Bahasa Malaysia.

ANNEX X: PROJECT ANNUAL PROGREE TEMPLATE

DATE:
Award ID:
Description:
Implementing Partner:
Period Covered:

1. Project Issues:

Status of Project Risks:	Open Project Issues:
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2. Project Performance

OUTPUT 1:						
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						
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

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Total		0	0	0	0	0	0

CERTIFICATION

The undersigned authorized officer of the above-mentioned implementing institution hereby certifies that:

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

Date Submitted: _____ Name: _____ Title: _____

NOTES: * Shaded areas to be completed by the UN Agency and non-shaded areas to be completed by the counterpart.

FOR AGENCY USE ONLY:

FOR ALL AGENCIES	
Approved by:	_____
Name:	_____
Title:	_____
Date:	_____

FOR UNICEF USE ONLY	
Account Charges	Liquidation Information
Cash Transfer Reference:	DCT Reference:
<i>CRQ ref. no., Voucher ref. no.</i>	<i>CRQ ref. no., Liquidation ref. no.</i>
GL codes:	DCT Amount 0
Training 0	Less:
Travel 0	Liquidation
Meetings & Conferences 0	Amount 0
Other Cash Transfers 0	
Total 0	Balance 0

FOR UNFPA USE ONLY	
New Funding Release	
Activity 1	0
Activity 2	0
Total	0

ANNEX XII: SUPPLEMENTAL PROVISIONS TO THE PROJECT DOCUMENT

Standard Annex to Project Documents for use in Countries which are not Parties to the Standard Basic Assistance Agreement (SBAA)

General responsibilities of the Government, UNDP and the executing agency

1. All phases and aspects of UNDP assistance to this project shall be governed by and carried out in accordance with the relevant and applicable resolutions and decisions of the competent United Nations organs and in accordance with UNDP's policies and procedures for such projects, and subject to the requirements of the UNDP Monitoring, Evaluation and Reporting System.
2. The Government shall remain responsible for this UNDP-assisted development project and the realization of its objectives as described in this Project Document.
3. Assistance under this Project Document being provided for the benefit of the Government and the people of (the particular country or territory), the Government shall bear all risks of operations in respect of this project.
4. The Government shall provide to the project the national counterpart personnel, training facilities, land, buildings, equipment and other required services and facilities. It shall designate the Government Co-operating Agency named in the cover page of this document (hereinafter referred to as the "Co-operating Agency"), which shall be directly responsible for the implementation of the Government contribution to the project.
5. The UNDP undertakes to complement and supplement the Government participation and will provide through the Executing Agency the required expert services, training, equipment and other services within the funds available to the project.
6. Upon commencement of the project the Executing Agency shall assume primary responsibility for project execution and shall have the status of an independent contractor for this purpose. However, that primary responsibility shall be exercised in consultation with UNDP and in agreement with the Co-operating Agency. Arrangements to this effect shall be stipulated in the Project Document as well as for the transfer of this responsibility to the Government or to an entity designated by the Government during the execution of the project.
7. Part of the Government's participation may take the form of a cash contribution to UNDP. In such cases, the Executing Agency will provide the related services and facilities and will account annually to the UNDP and to the Government for the expenditure incurred.

(a) Participation of the Government

1. The Government shall provide to the project the services, equipment and facilities in the quantities and at the time specified in the Project Document. Budgetary provision, either in kind or in cash, for the Government's participation so specified shall be set forth in the Project Budgets.
2. The Co-operating Agency shall, as appropriate and in consultation with the Executing Agency, assign a director for the project on a full-time basis. He shall carry out such responsibilities in the project as are assigned to him by the Co-operating Agency.

3. The estimated cost of items included in the Government contribution, as detailed in the Project Budget, shall be based on the best information available at the time of drafting the project proposal. It is understood that price fluctuations during the period of execution of the project may necessitate an adjustment of said contribution in monetary terms; the latter shall at all times be determined by the value of the services, equipment and facilities required for the proper execution of the project.

4. Within the given number of man-months of personnel services described in the Project Document, minor adjustments of individual assignments of project personnel provided by the Government may be made by the Government in consultation with the Executing Agency, if this is found to be in the best interest of the project. UNDP shall be so informed in all instances where such minor adjustments involve financial implications.

5. The Government shall continue to pay the local salaries and appropriate allowances of national counterpart personnel during the period of their absence from the project while on UNDP fellowships.

6. The Government shall defray any customs duties and other charges related to the clearance of project equipment, its transportation, handling, storage and related expenses within the country. It shall be responsible for its installation and maintenance, insurance, and replacement, if necessary, after delivery to the project site.

7. The Government shall make available to the project - subject to existing security provisions - any published and unpublished reports, maps, records and other data which are considered necessary to the implementation of the project.

8. Patent rights, copyright rights and other similar rights to any discoveries or work resulting from UNDP assistance in respect of this project shall belong to the UNDP. Unless otherwise agreed by the Parties in each case, however, the Government shall have the right to use any such discoveries or work within the country free of royalty and any charge of similar nature.

9. The Government shall assist all project personnel in finding suitable housing accommodation at reasonable rents.

10. The services and facilities specified in the Project Document which are to be provided to the project by the Government by means of a contribution in cash shall be set forth in the Project Budget. Payment of this amount shall be made to the UNDP in accordance with the Schedule of Payments by the Government.

11. Payment of the above-mentioned contribution to the UNDP on or before the dates specified in the Schedule of Payments by the Government is a prerequisite to commencement or continuation of project operations.

(b) Participation of the UNDP and the executing agency

1. The UNDP shall provide to the project through the Executing Agency the services, equipment and facilities described in the Project Document. Budgetary provision for the UNDP contribution as specified shall be set forth in the Project Budget.

2. The Executing Agency shall consult with the Government and UNDP on the candidature of the Project Manager ¹ who, under the direction of the Executing Agency, will be responsible in the country for the Executing Agency's participation in the project. The Project Manager shall supervise the experts

¹ May also be designated Project Co-ordinator or Chief Technical Adviser, as appropriate.

and other agency personnel assigned to the project, and the on-the-job training of national counterpart personnel. He shall be responsible for the management and efficient utilization of all UNDP-financed inputs, including equipment provided to the project.

3. The Executing Agency, in consultation with the Government and UNDP, shall assign international staff and other personnel to the project as specified in the Project Document, select candidates for fellowships and determine standards for the training of national counterpart personnel.

4. Fellowships shall be administered in accordance with the fellowships regulations of the Executing Agency.

5. The Executing Agency may, in agreement with the Government and UNDP, execute part or all of the project by subcontract. The selection of subcontractors shall be made, after consultation with the Government and UNDP, in accordance with the Executing Agency's procedures.

6. All material, equipment and supplies which are purchased from UNDP resources will be used exclusively for the execution of the project, and will remain the property of the UNDP in whose name it will be held by the Executing Agency. Equipment supplied by the UNDP shall be marked with the insignia of the UNDP and of the Executing Agency.

7. Arrangements may be made, if necessary, for a temporary transfer of custody of equipment to local authorities during the life of the project, without prejudice to the final transfer.

8. Prior to completion of UNDP assistance to the project, the Government, the UNDP and the Executing Agency shall consult as to the disposition of all project equipment provided by the UNDP. Title to such equipment shall normally be transferred to the Government, or to an entity nominated by the Government, when it is required for continued operation of the project or for activities following directly therefrom. The UNDP may, however, at its discretion, retain title to part or all of such equipment.

9. At an agreed time after the completion of UNDP assistance to the project, the Government and the UNDP, and if necessary the Executing Agency, shall review the activities continuing from or consequent upon the project with a view to evaluating its results.

10. UNDP may release information relating to any investment oriented project to potential investors, unless and until the Government has requested the UNDP in writing to restrict the release of information relating to such project.

Rights, Facilities, Privileges and Immunities

1. In accordance with the Agreement concluded by the United Nations (UNDP) and the Government concerning the provision of assistance by UNDP, the personnel of UNDP and other United Nations organizations associated with the project shall be accorded rights, facilities, privileges and immunities specified in said Agreement.

2. The Government shall grant UN volunteers, if such services are requested by the Government, the same rights, facilities, privileges and immunities as are granted to the personnel of UNDP.

3. The Executing Agency's contractors and their personnel (except nationals of the host country employed locally) shall:

- (a) Be immune from legal process in respect of all acts performed by them in their official capacity in the execution of the project;

(b) Be immune from national service obligations;

(c) Be immune together with their spouses and relatives dependent on them from immigration restrictions;

(d) Be accorded the privileges of bringing into the country reasonable amounts of foreign currency for the purposes of the project or for personal use of such personnel, and of withdrawing any such amounts brought into the country, or in accordance with the relevant foreign exchange regulations, such amounts as may be earned therein by such personnel in the execution of the project;

(e) Be accorded together with their spouses and relatives dependent on them the same repatriation facilities in the event of international crisis as diplomatic envoys.

4. All personnel of the Executing Agency's contractors shall enjoy inviolability for all papers and documents relating to the project.

5. The Government shall either exempt from or bear the cost of any taxes, duties, fees or levies which it may impose on any firm or organization which may be retained by the Executing Agency and on the personnel of any such firm or organization, except for nationals of the host country employed locally, in respect of:

(a) The salaries or wages earned by such personnel in the execution of the project;

(b) Any equipment, materials and supplies brought into the country for the purposes of the project or which, after having been brought into the country, may be subsequently withdrawn therefrom;

(c) Any substantial quantities of equipment, materials and supplies obtained locally for the execution of the project, such as, for example, petrol and spare parts for the operation and maintenance of equipment mentioned under (b), above, with the provision that the types and approximate quantities to be exempted and relevant procedures to be followed shall be agreed upon with the Government and, as appropriate, recorded in the Project Document; and

(d) As in the case of concessions currently granted to UNDP and Executing Agency's personnel, any property brought, including one privately owned automobile per employee, by the firm or organization or its personnel for their personal use or consumption or which after having been brought into the country, may subsequently be withdrawn therefrom upon departure of such personnel.

6. The Government shall ensure:

(a) prompt clearance of experts and other persons performing services in respect of this project; and

(b) the prompt release from customs of:

(i) equipment, materials and supplies required in connection with this project; and

(ii) property belonging to and intended for the personal use or consumption of the personnel of the UNDP, its Executing Agencies, or other persons performing services on their behalf in respect of this project, except for locally recruited personnel.

7. The privileges and immunities referred to in the paragraphs above, to which such firm or organization and its personnel may be entitled, may be waived by the Executing Agency where, in its opinion or in the opinion of the UNDP, the immunity would impede the course of justice and can be waived without prejudice to the successful completion of the project or to the interest of the UNDP or the Executing Agency.

8. The Executing Agency shall provide the Government through the resident representative with the list of personnel to whom the privileges and immunities enumerated above shall apply.

9. Nothing in this Project Document or Annex shall be construed to limit the rights, facilities, privileges or immunities conferred in any other instrument upon any person, natural or juridical, referred to hereunder.

Suspension or termination of assistance

1. The UNDP may by written notice to the Government and to the Executing Agency concerned suspend its assistance to any project if in the judgement of the UNDP any circumstance arises which interferes with or threatens to interfere with the successful completion of the project or the accomplishment of its purposes. The UNDP may, in the same or a subsequent written notice, indicate the conditions under which it is prepared to resume its assistance to the project. Any such suspension shall continue until such time as such conditions are accepted by the Government and as the UNDP shall give written notice to the Government and the Executing Agency that it is prepared to resume its assistance.

2. If any situation referred to in paragraph 1, above, shall continue for a period of fourteen days after notice thereof and of suspension shall have been given by the UNDP to the Government and the Executing Agency, then at any time thereafter during the continuance thereof, the UNDP may by written notice to the Government and the Executing Agency terminate the project.

3. The provisions of this paragraph shall be without prejudice to any other rights or remedies the UNDP may have in the circumstances, whether under general principles of law or otherwise.