United Nations Development Programme
Country: Malaysia
Project Document

Project Title	**10MP/ NI 84-85: SUPPORT TO THE PUBLIC SERVICE TRANSFORMATION PROGRAMME**
UNDAF Outcome(s):	Not applicable
Expected CP Outcome(s):	A new national policy framework developed to promote inclusive growth and sustainable human development policies and strategies
Expected Output(s):	Output 1: *Strategic Outlook and Policy Directions of the Malaysian Public Service* Output 2: *Human Resources Planning Framework of the Malaysian Public Service: 2015-2020* Output 3: *Assessment of the Malaysian Public Service* Output 4: *Financing and Organisational Development Reforms* Output 5: *Best Practice and Innovations in Human Resources Management of the Public Service*
Executing Entity:	Public Service Department
Implementing Agency:	Public Service Department

Brief Description

The project will directly support the Public Service Department's 5 Strategic Thrusts outlined in its *Public Service Transformation* Framework (*Kerangka Transformasi Perkhidmatan Awam*) and in line with the aspirations and strategies outlined in the 10th Malaysia Plan: 2011-2015 Chapter on '*Transforming Government to Transform Malaysia*'. It specifically supports the government's agenda to restructure the public sector to ensure that it is more effective in its public service delivery while at the same time ensuring that the transformation programmes contributes to better fiscal expenditure and management of the public sector.

The project's emphasis will be placed on supporting the Government's efforts to assess and identify the necessary reforms and structural adjustments required to attract, develop and retain top talent in the public service and also specifically support the preparation of relevant inputs for the 11th Malaysia Plan: 2016-2020. The project will also review the financing requirements of the Malaysian public sector for the medium to long term. The final expected outputs are a series of key documents outlining the strategic outlook and directions of the public sector, financing and organisational reform of the Malaysian public service and also the Human Resource Masterplans encompassing 22 Ministries for the period of 2015-2020.

Programme Period:	2013 – 2015
Key Result Area (Strategic Plan (2014-2017) Outcome 3: Countries *have strengthened institutions to progressively deliver universal access to basic services*	
Atlas Award ID: Project ID:	
Start date: End Date	15 November 2013 15 November 2015
LPAC Meeting Date	18 October 2013
Management Arrangements	NIM

2013 AWP budget:	USD 6,400
2014 AWP budget:	USD 259,700
2015 AWP budget:	USD 33,900
Total resources required:	**USD 300,000**
Total allocated resources:	
UNDP managed fund:	
TRAC:	USD 111,321
Government Cost Sharing:	USD 188,679
GMS 6% :	USD 11,321
Total USD 311,321	
Government of Malaysia (GoM):	
In-kind Contribution	USD 50,000

Agreed by (Government of Malaysia): 13/11/13

Datuk Dr. Rahamat Bivi Yusoff
Director General
Economic Planning Unit of the Prime Minister's Department

Agreed by (UNDP): 18/11/13

Michelle Gyles-McDonough
Resident Representative
United Nations Development Programme

TABLE OF CONTENTS

I.	**Situation Analysis**	5
II.	**Strategy**	6
III.	**Results and Resources Framework**	15
IV.	**Project Budget**	23
V.	**Management Arrangements**	25
VI.	**Monitoring Frameworks and Evaluation**	28
VII.	**Legal Context**	30
Annexes		
1.	Annual Work Plan (2013-2015)	32
2.	Monitoring: Risks And Mitigation	47
3.	Monitoring: Project Mid-Year Progress Template	48
4.	Monitoring: Project Annual Report Template	49
5.	Finance: FACE Form	50
6.	Finance: Universal Price List	51
7.	Terms Of Reference: National Steering Committee	55
8.	Terms Of Reference: Project Technical Teams	56
9.	Terms Of Reference: National Project Director	57
10.	Terms Of Reference: Project Manager	58
11.	Management: Letter of Agreement between UNDP and the Government of Malaysia for Provision of Support Services under National Execution	59
12.	Management: Country Programme Action Plan Between The Government Of Malaysia and the UNDP 2013-2015: National Implementation Modality: Roles And Responsibilities	60

ACRONYMS AND ABBREVIATION

10MP	10th Malaysia Plan: 2011-2015
11MP	11th Malaysia Plan: 2016-2020
APR	Annual Progress Report
AWP	Annual Work Plan
CDR	Combined Delivery Report
CPAP	Country Programme Action Plan
CS	Government of Malaysia Cost sharing
DSA	Daily Subsistence Allowance
EPU	Economic Planning Unit
FACE	Funding Authorisation and Certificate of Expenditures
GoM	Government of Malaysia
HACT	Harmonized Approach to Cash Transfer
INTAN	Institut Tadbiran Awam Negara (National Institute of Public Administration)
IPSAS	International Public Sector Accounting Standards
JPA/PSD	Jabatan Perkhidmatan Awam (Public Service Department)
MAMPU	Malaysian Administrative Modernisation and Management Planning Unit
NIM	National Implementation Modality
NPD	National Project Director
NSC	National Steering Committee
SBAA	Standard Basic Assistance Agreement
TOR	Terms of Reference
TRAC	Target for Resource Assignment from the Core
PTT	Project Technical Team
UNDP	United Nations Development Programme

I. SITUATION ANALYSIS

Introduction

In the 10th Malaysia Plan: 2011-2015 (10MP)[1], one of the main priorities outlined by the Government is the critical need to transform the government's systems, processes and human capacity in order to ensure that the government's various transformation programmes are implementable. It also notes the government's need to restructure the public sector to ensure that it is more effective in its service delivery while at the same time ensuring that the transformation programmes contributes to better fiscal expenditure and management of the public sector.

The 10th MP also outlines that efforts will need to be directed towards reducing bureaucracy and improving the interface between government and people, and government and businesses, where a higher level of inter-agency collaboration and cooperation will be adopted. The efforts in the 10MP in this dimension are focused on four areas:

- *Rationalising existing government organisations and structures;*
- *Building capacity in organisations focused on national priorities;*
- *Establishing high performance monitoring units; and*
- *Attracting, developing and retaining top talent in the public service.*

During the Plan period, the Government will be undertaking a comprehensive audit of all government organisations and structures and reviewing roles, functions, gaps and overlaps. The objective of this will be to develop a plan for rationalising agencies with overlapping or redundant functions and to align the structure of government agencies contributing to the national priorities.

As challenges and opportunities will increasingly transcend traditional public sector boundaries, a whole-of-government approach will be deployed during the 10MP period. This whole-of-government approach will require agencies to work across portfolio boundaries and across federal, state and local levels as an integrated government to address cross cutting issues. This whole-of-government approach will be applied to policy formulation, programme development and delivery of outcomes. The new structure of government will require a number of existing government organisations, particularly those with overlapping or redundant functions, to be rationalised. Organisations focused on national priorities will be strengthened and talent in the public service will continue to be developed.

The findings of the 2011 *Public Expenditure Review Study* undertaken by the World Bank and commissioned by the Ministry of Finance and project related reviews and assessments by UNDP across a number of sectors, also confirms this perspective and underlines the need for strategies which will enable higher level of inter-agency collaboration and co-operation to improve and efficiently utilise financial and human resources. This complexity has also began to demonstrate its strain on the government system as reflected in the *2013 IMD World Competitiveness Index*[2] whereby in comparison with 2012, within the *Government Efficiency* indicator, Malaysia has regressed slightly with the stress-points contributed by 'institutional framework', business legislation and societal framework. The *World Economic Forum's Global Competitiveness Report 2012–2013: Insight Report*[3], also notes that although Malaysia is ranked 25 out of 144 countries globally, the top 2 most problematic factors for doing business is Inefficient government bureaucracy and corruption. However, at the same time, it is acknowledged that planning and managing 1.4 million public servants[4] who provide services at every level of government from the local authorities right up to policy makers at the central agencies is a significantly a complex task and will require the commitment and input from the public sector Human Resources (HR) Managers (physically and operationally based in the various ministries, agencies and states) in order for any significant or effective transformation to be implemented in reforming the public service.

[1] Chapter 7: Transforming Government to Transform Malaysia, 10th Malaysia Plan
[2] http://www.imd.org/news/World-Competitiveness-2013.cfm
[3] Report available at http://www3.weforum.org/docs/WEF_GlobalCompetitivenessReport_2012-13.pdf
[4] An estimated 47% are serving as teachers, doctors, nurses, police and the armed forces

II. STRATEGY

Project Rationale

The Public Service Department (PSD) as the central agency in charge of human resources management for the public service and responsible for developing, evaluating and monitoring all human resources policies implemented by public sector agencies, has been tasked with two of the 10MP initiatives in relation to the transformation of the public service; namely:

- *Initiative 84*: to develop organisational capacity focusing on national capability and
- *Initiative 85*: to attract, develop and retain top talents in the public service.

In order to be able to carry out the transformation programmes outlined by the government, a more central comprehensive policy on the direction of the public service would need to be designed to assist in the whole of government approach that needs to be implemented, and to ensure that the government transformation strategies can be put into place.

In line with this, beginning 2013, PSD has initiated its *Public Service Transformation Framework* which is underpinned by the following 5 key Strategic Thrusts:

1. *Revitalise – Enhancing competency, performance, productivity and innovativeness of civil servants;*
2. *Reengineer – Enhancing capability and revitalising civil service organisations;*
3. *Citizen centric – Improving efficiency and effectiveness of public service delivery;*
4. *Inclusiveness – Expanding strategic networking and collaborating locally and globally;*
5. *Shared values – Enculturing patriotism, good values, ethos and integrity.*

The linkage between the efforts to be undertaken and the aspirations of the 10MP as well as the New Economic Model is indicated in Table 1 below.

Reviewing the various public sector reforms and strategies globally and especially based on the lessons from the reforms and transformation programmes undertaken in the OECD[5] countries to streamline and right-size its workforce, it was noted that a significant number of the transformation programmes emphasised the following principles as part of its transformation programmes:

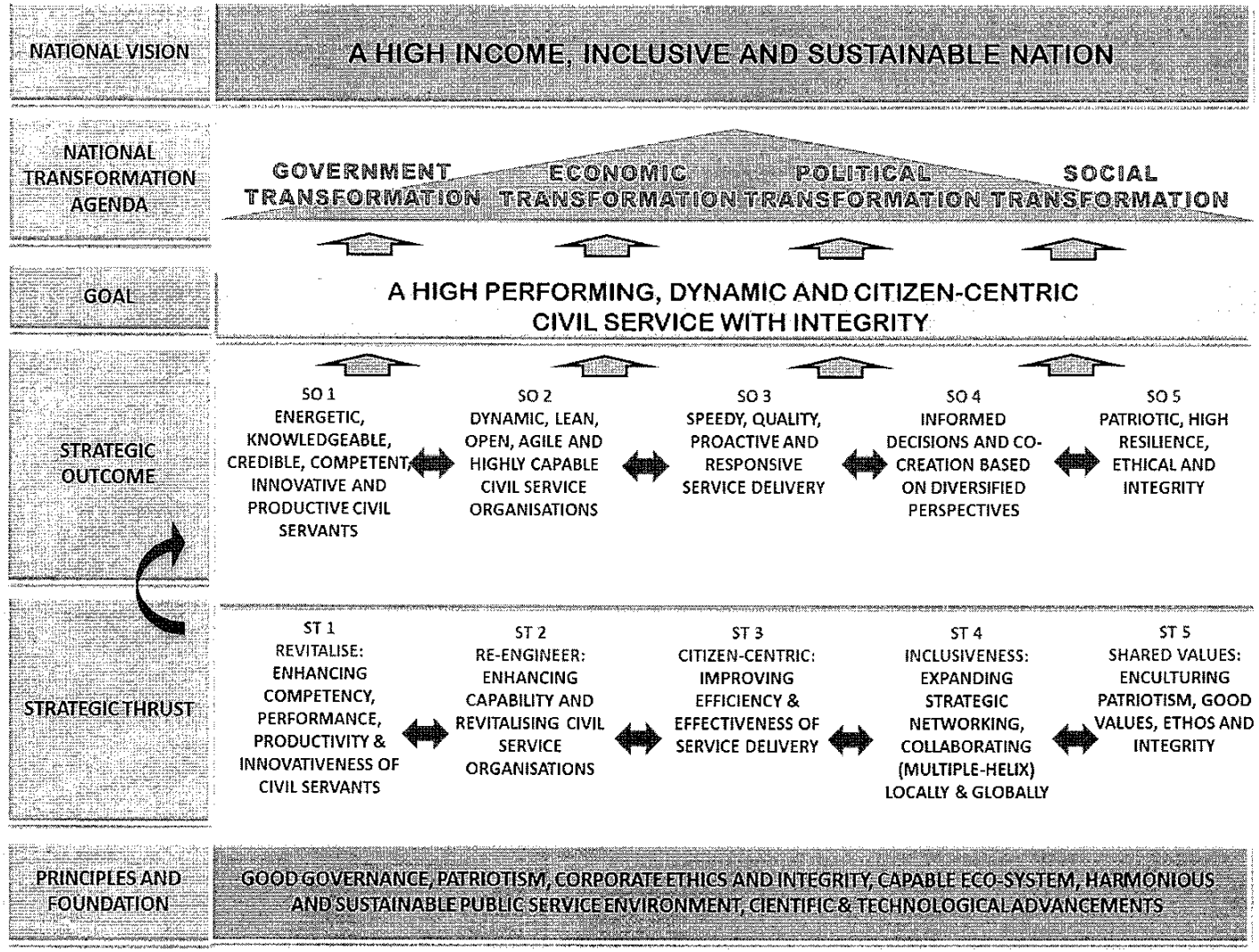
- **Planning** - defining the need and motivation for reform and setting its strategic objectives by developing a vision that can be communicated convincingly to all key stakeholders and implemented in the political timetable available to the government;
- **Implementation** - Setting an action plan, building leadership for the reform, overcoming resistance to change and creating a sense of ownership of the reform among affected stakeholders;
- **Sustainability** - avoiding reversal of the reform both in terms of financial resources, human resources and enabling frameworks.

UNDP Malaysia has since the *First Malaysia Plan: 1966-1970* been actively engaged in supporting the Government of Malaysia in strengthening the institutional and organisational frameworks and enhancing the capacities of the Malaysian public service through dedicated and strategic capacity building initiatives. Since 2011, UNDP has begun collaborating with PSD in supporting the institutional strengthening of the public sector whereby models, analysis and policy options for a specific areas of human capacity building and post-services were developed and proposed to the Government.

In line with the above, PSD and UNDP will collaborate on a joint project with the aim of ensuring that an efficient, effective and capable public service is systematically put in place across the entire government machinery, leading to an effective implementation of the transformation programmes that the various Ministries will implement through their respective mandates and realising the development goals and vision of the country.

[5] Public Servants as Partners for Growth: Toward a Stronger, Leaner and More Equitable Workforce

Table 1: Overall Framework of Link Between Public Service to Goals Outlined by the New Economic Model



Project Objective, Outcomes, Outputs and Activities

Project Objectives and Linkage to National Development Plans

The project aims to assist the transformation process of the Malaysian public service in line with the aspirations and strategies outlined in the 10MP Chapter on '*Transforming Government to Transform Malaysia*'. The project will also specifically structure its outputs to review, analyse and develop the appropriate policies and strategies that will substantively contribute as key inputs to the *Public Service Transformation Framework* and as input to the Economic Planning Unit (EPU) for the consideration in the design of the *11th Malaysia Plan: 2016-2020* (11MP).

The project's emphasis will be placed on supporting the Government's efforts to assess and identify the necessary reforms and structural adjustments required to attract, develop and retain top talent in the public service and also specifically support the preparation of relevant inputs for the 11MP. The project will also review the financing requirements of the Malaysian public sector for the medium to long term. The final expected outputs are a series of key documents outlining the strategic outlook and directions of the public sector, financing and organisational reforms of the Malaysian public service and also the Human Resources Masterplans for the entire Malaysian public service encompassing 22 Ministries for the period of 2015-2020.

The various key documents developed will provide a comprehensive picture of the requirements of the entire national public service and enable better utilisation of not only the capacities of human capital but also management of financial resources through better planning of required and future projections of the number of establishments in public sector organisations. The various outputs will also enable better planning in terms of recruitment, identification of strategic competencies required as well as controlling the size of the public service in Malaysia in the medium to long term.

Gender dimensions and considerations will be mainstreamed throughout the project. A specific emphasis will also be placed to ensure that specific policy recommendations in relation to the Government's commitments to increase representation of women in key decision-making positions to at least 30% women as outlined in the 10MP will be developed, operationalised[6] and sustained by taking into account dimensions related to recruitment, career development and succession planning.

To ensure the buy-in and commitment of the various stakeholders, project outputs will be shared with the Chief Secretary of the Government and EPU, and if appropriate or relevant, PSD may consider submitting a report to the National Development Planning Committee highlighting key developments, issues and recommendations.

[6] Chapter 4: Moving Towards Inclusive Socio-Economic Development, 10th Malaysia Plan states that the Plan will implement gender sensitization programmes in the public sector with regards to recruitment, career development and succession planning to increase representation of women in key decision-making positions within the parliament, state legislative assemblies, the judiciary and ministries. The Government will also increase its efforts to achieve a quota of at least 30% of decision-making positions to be held by women during the Plan period.

Project Outputs and Activities

The project will have 5 key Outputs and they are as follows:

Output 1: *Strategic Outlook and Policy Directions of the Malaysian Public Service towards 2020*

This Output emphasises the need to develop a medium to long term strategic outlook and policy directions for the Malaysian public sector based on a clear human resources management framework that will enable the government to look to the future, think strategically about the right mix of people and skills that will be required to respond to changing national development needs and strategies, and put into place the necessary policy directives and enabling frameworks to ensure the effective implementation of the national transformation programmes. Stakeholders and representatives from the various schemes of service in the public sector will be consulted to obtain feedback, input and build ownership in the design of this strategic outlook and policy directions.

This output has 3 key components.

- The first component is *Thematic Policy Dialogues on Public Service Transformation* that will be held from 2013-2015. It will specifically focus on identifying the necessary enabling frameworks that are required, encompassing legal, financial, administrative and structural requirements that need to be put in place alongside the proposed strategic directions and reforms. The data, analysis, results, assessments generated from the other 4 Outputs will be utilised as input for the dialogues undertaken through the project period. The aggregated recommendations of the various *Thematic Policy Dialogues* will be analysed, codified, and submitted as specific inputs for the 11MP consultation process.

- The second component is a *UNDP Malaysia-PSD Public Service Summit* that will be held in 2014. It will feature resource persons comprising senior policymakers from developed countries who have successfully embarked upon reforms of the public sector. The objective is to provide a platform for Malaysian senior policymakers to learn from international the best practices while enabling a close door environment for practical, hands-on and direct discussion on the lessons learned and challenges faced in the implementation of these reforms and to review the array of enabling frameworks that are required to operationalize their reforms. Preliminary assessments suggest that examples from Australia, New Zealand, Canada and South Africa are relevant to the public sector reforms and human resource planning activities that Malaysia intends to embark upon. The recommendations of the Summit and the close-door sessions will be analysed, codified, and submitted as specific inputs for the 11MP consultation process.

- The third component is a consolidated report titled *Strategic Outlook and Policy Directions of the Malaysian Public Sector towards 2020* will be developed and submitted in 2015 to the Chief Secretary of the Government and EPU and other relevant stakeholders identified by the Project's National Steering Committee.

Output 2: *Human Resources Planning Frameworks of the Malaysian Public Service: 2015-2020*

In order to design the implementation phase of the strategic outlook and policy directions of the Malaysian public sector, specific future projections of human resources needs and the necessary reforms required both from a central planning and from a ministry/ agency perspective needs to be undertaken.

This output has 5 key components.

- The first component is the strengthening of technical capacities of planning officers in the Ministries on macro public sector reform approaches. In line with this, 2 structured modules will be developed collaboratively with National Institute of Public Administration (INTAN) and focused on:
  a) *Module 1: Futures Thinking and Scenario Planning Models for Public Sector Reform*;
  b) *Module 2: Human Resources Management - Forecasting and Planning*.

- Based on the *Futures Thinking and Scenario Planning Models for Public Sector Reform* module, the second component is a workshop for senior planning officials from 22 Ministries[7]. The emphasis of the workshop is to provide a structured platform and approach to develop suitable policies and planning for the medium to long term whilst taking into account future national strategies, priorities and global trends and developments.

- Based on the *Human Resources Management - Forecasting and Planning* module, the third component is *Human Resources Planning Labs* will be organized for Human Resources Managers from 3 key sectors (administrative, economy and social) involving 22 Ministries. The emphasis of the workshop is to provide a structured platform and approach to review the current internal Ministry needs and forecast the future requirements and competencies based on national strategies and priorities for the period of 2015-2020.

- The fourth component is the development of the *Human Resource Plans for the Malaysian Public Service for 2015-2020.* The Plans will encompass 22 Ministries in 3 key sectors and will require the participating Ministries to develop specific future projections of human resources needs for their respective agencies and the necessary reforms required both from a central planning agency and from a Ministry/agency perspective. The PSD as the central human resources (HR) planning agency will then work together with Ministries to obtain a holistic picture of the HR requirements of the public service, in terms of composition (posts and number of staff) and competencies.

- The fifth component is a report titled *Review of Organizational Reforms*. Based on the completion of the above-mentioned *Human resources Plans for the Malaysian Public Service for 2015-2020,* an assessment will be undertaken to review the feasibility of the Plans and the necessary organisational development reforms required to ensure its effective implementation. The Plans will also be utilised to support the work in Output 4 to assess the financial implications and liabilities in increasing or reducing the size of the public service.

Output 3: Assessment of the Malaysian Public Service

The overall strategic reform will require the government to have an overview of the current and future projections of the public service structure. To provide the necessary guidance to the various ministries and agencies to better plan the utilisation of people in order to get the best returns and with the appropriate competencies required, a detailed assessment will be undertaken on the profile of the current public sector. In addition, efforts will be undertaken to solicit feedback from the civil servants in 22 Ministries on their views of the challenges and future of the public sector reform.

This output has 2 key components.

- The first component is a comprehensive statistical assessment of the current state of the civil service. It will be undertaken through a statistical profile of the Malaysian public service and a report titled *The Malaysian Public Service: 2015-2020* will be published. This overarching assessment will also incorporate the findings and recommendations from Output 1 and 2. Based on the inputs from the Output 2, it will also specifically generate the various scenarios in 2015 - 2020 and underline the implications and the emerging needs and trends. The report will also highlight the various challenges and bottlenecks that will need to be reviewed and reformed.

- The second component is a nationwide sampling survey of government Ministries and civil servants in 22 Ministries. It will specifically focus on obtaining feedback on the a) *Public Service Transformation Framework* and b) challenges and way forward for the Malaysian Public Service. A report titled *Survey on the Public Service Transformation Framework* will be published at the end of the activity for review by PSD Senior Management.

[7] The 24 Ministries in the Malaysian government are operationally clustered in 4 key sectors: administrative, economy, social and security. The 2 ministries under the security cluster will not be included in this project and thus will only involve 22 Ministries in the 3 other sectors.

Output 4: Financing and Organisational Development Reforms
The development of a comprehensive national public sector human resources strategy which encompasses the full spectrum of activities from recruitment, development right up to succession planning will also be contextualized within the larger framework of financing and organizational development that the PSD is currently undertaking.

The Federal Government of Malaysia is set to adopt full accrual-based accounting for financial reporting by 1 January 2015, so as to converge with the requirements of the International Public Sector Accounting Standards (IPSAS).The readiness of accrual accounting implementation for pension plan and liabilities is one of the transformation initiatives in line with objectives identified by the National Economic Advisory Council in the New Economic Model through the *Public Finance Reform Strategic Reform Initiative* and approved by the Prime Minister on 11 May 2011 and endorsed by the Government Accounting Standards Advisory Committee. Through this initiative, the Government has targeted to achieve a Federal Government budget deficit of around 3% by 2015 and near budget neutral by 2020.

This shift from cash-based accounting to accrual accounting will enable the public sector to report its financial performance, financial position and cash flow more accurately towards enhancing accountability and transparency in its financial management. The Government's Financial Statement will include the account of Post-Service Division with regard to a pension plan and liabilities. The accounting policy for pension will consist as follows:

- Compliance with *The International Public Sector Accounting Standard (IPSAS)* 25 criteria;
- Definition liability based on present value; and
- Measurement of obligation with actuarial assumptions and pension expenditures.

This output has 4 key components.

- The first component is report titled *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System*.

- The second component is the development of an *Implementation Action Plan* 2015 of accrual accounting for pension plans and national liabilities by 1st January 2015.

- The third component is a report titled *Review of the Implementation Action Plan 2015* and based on the implementation undertaken in 2015 (in the first year of its implementation).

- The fourth component is a series of *Finance and Organizational Reforms workshops* that will be held from 2013-2015. Based on the *Human resources Plans for the Malaysian Public Service for 2015-2020*, it will specifically focus on the proposed reforms relating to organizational development reforms and the full financial implications to the Government. Various dialogues with key stakeholders (including the EPU and the Ministry of Finance) will be held to obtain feedback and input for the proposed reforms.

Output 5: *Best Practice and Innovations in Public Service*
It has been noted that a large number of innovations and best practices across Ministries and agencies have been designed and deployed, especially in undertaking transformative programmes and public service reform. However, there has been insufficient analysis, codification and dissemination of the experiences and the lessons learned especially in the areas of human resources management.

This output has 1 key component.

- The component consists of the compilation, codification and consolidation of best practices and innovations from the entire public sector, especially in the areas of innovation in Human resources Management. It will lead towards the production of *Case Studies: The Malaysian Public Service Reform Experience*. The case studies will be featured on the PSD website and

provided to the public sector training institutions such as INTAN as part of its on-going leadership and development training programmes.

Sustainability and Replicability

The project is designed and focused on designing a detailed assessment, review and development of policy strategies in support of the *Public Service Transformation Framework* and will conclude at the end of the project period and with the relevant recommendations made to PSD and other relevant stakeholders for consideration in the 11MP.

The training modules and case studies developed in collaboration and shared with INTAN will ensure the sustainability of the efforts and build the necessary capacities of public sector policymakers and relevant officers from the various Ministries and agencies to continue to utilise these tools in the medium to long term. It will also ensure that a systematic and institutional approach of transfer of knowledge will take place, providing all policy makers and HR managers with the required knowledge and skills. The direct linkage of the project outputs to the *Public Service Transformation Framework* is outlined in Table 1 below.

Table 2: Linkage of Project Outputs to National Development Plans: Public Service Transformation Framework

OUTPUTS	KEY COMPONENTS/ OUTPUTS	LINKAGE AND SUPPORT TO JPA TRANSFORMATION FRAMEWORK
1. Strategic Outlook and Policy Directions of the Malaysian Public Service towards 2020	1. *Thematic Policy Dialogues on Public Service Transformation* and relevant reports; 2. *UNDP Malaysia-PSD Public Service Summit* and report; 3. Report: *Strategic Directions and Policy Directions of the Malaysian Public Sector towards 2020.*	• *Revitalise – enhance competencies, performance, productivity and innovation of the civil service;* • *Reengineer – Increase institutional ability and provide a new breath of life to the organisation;* • *People centric – Increase efficiency and effectiveness of public service delivery;* • *Inclusive – Broadening work networks and strategic collaborations within and outside;* • *Common values – enhance a culture of ethics, integrity, good values and patriotism.*
2. Human Resources Planning Frameworks of the Malaysian Public Service: 2015-2020	1. Capacity Building Modules: a) *Futures Thinking and Scenario Planning Models for Public Sector Reform*; b) *Human Resources Management - Forecasting and Planning*; 2. Workshop: *Futures Thinking and Scenario Planning Models for Public Sector Reform*; 3. *Human Resources Planning Labs: Human Resources Management - Forecasting and Planning*; 4. *Human Resources Plans for the Malaysian Public Service for 2015-2020*; 5. Report: *Review of Organizational Reforms.*	• *Revitalise – enhance competencies, performance, productivity and innovation of the civil service;* • *Reengineer – Increase institutional ability and provide a new breath of life to the organisation;* • *People centric – Increase efficiency and effectiveness of public service delivery.*
3. Assessment of the Malaysian Public Service	1. Report: *The Malaysian Public Service: 2015-2020;* 2. Report: *Survey on the Public Service Transformation Framework.*	• *Revitalise – enhance competencies, performance, productivity and innovation of the civil service;* • *Reengineer – Increase institutional ability and provide a new breath of life to the organization;* • *People centric – Increase efficiency and effectiveness of public service delivery.*

4. Financing and Organizational Development Reforms	1. Report: *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System*; 2. *Implementation Action Plan 2015*; 3. Report: *Review of the Implementation Action Plan 2015*; 4. *Workshops: Finance and Organizational Reforms*	• *Reengineer – Increase institutional ability and provide a new breath of life to the organisation.*
5. Best Practice and Innovations in Public Service	1. *Case Studies: The Malaysian Public Service Reform Experience*	• *People centric – Increase efficiency and effectiveness of public service delivery.*

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework: Outcome 1: (a) A new national policy framework developed to promote inclusive growth and sustainable human development policies and strategies.				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: **Indicator 1.1:** Number of new national action plans developed on inclusive growth. **Baseline 1.1:** Tenth Malaysia Plan targets on inclusive growth. Output 1.3: Public sector reforms supported and mechanisms for long term development planning and monitoring for efficient public service delivery strengthened.				
Applicable Key Result Area (Strategic Plan 2014 – 2017): Outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services				
Partnership Strategy: Strategic collaboration with the Economic Planning Unit (EPU) , Ministry of Finance (MoF), Department of Statistics (DOS), Institut Tadbiran Awam Negara (INTAN), Accountant General Department and Malaysian Administrative Modernisation and Management Planning Unit (MAMPU)				
Project title and ID (ATLAS Award ID):				
INTENDED OUTPUTS	**OUTPUT TARGETS FOR (2013-2015)**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
Output 1: Strategic Outlook and Policy Directions of the Malaysian Public Service towards 2020 **Baseline:** Nil. **Indicators:** 1. Report: *Strategic Directions and Policy Directions of the Malaysian Public Sector towards 2020* submitted as input to Chief Secretary of the Government and EPU for 11MP; 2. Reports from 10 *Thematic Policy Dialogues on Public Service Transformation* submitted as input to Senior Management of PSD and key stakeholders for internal review and action; 3. Report: *UNDP Malaysia - PSD Public Service Summit* submitted to Senior Management of PSD and key stakeholders for internal review and action.	**2013** 1. 1 *Thematic Policy Dialogue* organised; 2. Thematic Policy Dialogue report completed. **2014** 3. 7 *Thematic Policy Dialogues* organised; 4. *Thematic Policy Dialogues* reports completed. 5. *UNDP Malaysia - PSD Public Service Summit* organised; 6. *UNDP Malaysia - PSD Public Service Summit* reports completed.	**Planning and Coordination** 1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components. **Activity Result 1: *Thematic Policy Dialogues on Public Service Transformation*** 3. Identify and invite stakeholders and resource persons for engagement for the *Thematic Policy Dialogues*; 4. Liaisons with respective resource persons for the content of the *Thematic Policy Dialogues*; 5. Organise 10 *Thematic Policy Dialogues*; 6. Rapporteuring of *Thematic Policy Dialogues* and develop reports. 7. Technical Review and acceptance of the 10 *Thematic Policy Dialogues Reports*.	Public Service Department (PSD)	Policy dialogues and stakeholder consultation workshops

	2015 7. *2 Thematic Policy Dialogues* organized; 8. *Thematic Policy Dialogues* reports completed. 9. Report on the *Strategic Outlook and Policy Directions of the Malaysian Public Sector towards 2020* completed.	**Activity Result 2: *UNDP Malaysia - PSD Public Service Summit*** 8. Identify and invite stakeholders and resource persons for engagement for the *UNDP Malaysia - PSD Public Service Summit;* 9. Liaisons with respective resource persons for the content of the *UNDP Malaysia -- PSD Public Service Summit*; 10. Organise *UNDP Malaysia - PSD Public Service Summit*; 11. Rapporteuring of *UNDP Malaysia - -- PSD Public Service Summit* and develop thematic report; 12. Technical Review and acceptance of the *UNDP Malaysia -- PSD Public Service Summit Report*. **Activity Result 3: Report on the *Strategic Outlook and Policy Directions of the Malaysian Public Sector towards 2020*** 13. Develop consolidated report on the *Strategic Outlook and Policy Directions of the Malaysian Public Sector towards 2020*; 14. Technical Review and acceptance of the report on the *Strategic Outlook and Policy Directions of the Malaysian Public Sector towards 2020*.		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2013-2015)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 2: Human Resources Planning Frameworks of the Malaysian Public Service: 2015-2020 **Baseline:** Public Sector Strategic HR Frameworks for 2015-2020 are not yet developed. **Indicators:** The completion and availability of the following planning and monitoring tools: 1. 2 Modules developed: a) *Futures Thinking and Scenario Planning Models for Public Sector Reform*; b) *Human Resources Management - Forecasting and Planning*; 2. Workshop: *Futures Thinking and Scenario Planning Models for Public Sector Reform* organized; 3. *Human Resources Planning Labs: Human Resources Management - Forecasting and Planning* organized; 4. *Human Resources Plans for the Malaysian Public Service for 2015-2020* developed and submitted to Senior Management of PSD and key stakeholders for internal review and action; 5. Report: *Review of Organizational Reforms* submitted to Senior Management of PSD and key stakeholders for internal review and action.	**2013** 1. Consultants identified and appointed for module development, Human Resources Planning Labs, and Implementation Status Reports. **2014** 1. 2 Modules on *Futures Thinking and Scenario Planning Models for Public Sector Reform* and *Human Resource Management - Forecasting and Planning* developed; 2. 1 workshop on *Futures Thinking and Scenario Planning Models for Public Sector Reform* organised; 3. 4 *Human Resources Planning Labs: Human Resource Management - Forecasting and Planning* organised; 4. *Human Resources Plans for the Malaysian Public Service for 2015-2020* developed. **2015** 6. *Report on Review of Organizational Reforms developed.*	**Planning and Coordination** 1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components. **Activity Result 1: Modules to build capacity on *Futures Thinking and Scenario Planning Models for Public Sector Reform and Human Resource Management - Forecasting and Planning*** 1. Identify and appoint consultants for to develop 2 modules; 2. Develop 2 modules; 3. Peer review module content for usability and appropriateness; 4. Technical Review and acceptance of the 2 modules; 5. Provide training for PSD officers on Human Resource Planning / Forecasting Methodology and other related fields. **Activity Result 2: *Workshop: Futures Thinking and Scenario Planning Models for Public Sector Reform*** 6. Identify and appoint consultants for *Futures Thinking and Scenario Planning Models for Public Sector Reform*; 7. Organise workshop for policymakers and HR managers from 22 ministries.	PSD and INTAN	Local consultants Workshop/ Conference/ Training

		Activity Result 3: ***Human Resources Planning Labs: Human Resources Management - Forecasting and Planning*** 8. Identify and appoint consultants for Human Resource Planning Labs; 9. Organise 4 *Human Resources Planning Labs* for HR managers from 22 ministries. **Activity Result 4:** ***Human Resources Plans for the Malaysian Public Service for 2015-2020*** 10. Develop *Human Resource Plans for the Malaysian Public Service for 2015-2020* with 22 Ministries; 11. Technical Review and acceptance of the Plans from 22 Ministries. **Activity Result 5:** ***Review of Organizational Reforms*** 12. Develop report on *Review of the Organisational Reforms* proposed; Technical Review and acceptance of the report on the *Review of the Organisational Reforms*.		

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2013-2015)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 3: Assessment of the Malaysian Public Service **Baseline:** There are available statistical database on the profile of civil servants by group of services however there is no available consolidated report on the State of the Public Service in Malaysia. **Indicators:** 1. Report: *The Malaysian Public Service: 2015-2020* published; 2. Report: *Survey on the Public Service Transformation Framework* submitted to Senior Management of PSD and key stakeholders for internal review and action.	**2013** 1. Relevant statistics reflecting the Malaysian Public Service sourced and identified. **2014** 1. Statistics reflecting the Malaysian Public Service consolidated and projections from *Human Resource Plan for the Malaysian Public Service for 2015-2020* analysed; 2. Report on *The Malaysian Public Service: 2015-2020* completed; 3. Survey questionnaire to obtain feedback on the *Public Service Transformation Framework* developed and deployed; 4. Report on *Survey of Public Service Transformation Framework* completed. **2015** 1. *The Malaysian Public Service Report: 2015-2020* launched.	**Planning and Coordination** 1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components. **Activity Result 1: Report: *The Malaysian Public Service: 2015-2020*** 1. Source, consolidate and analyze the relevant statistics reflecting the Malaysian Public Service; 2. Develop the *Malaysian Public Service Report: 2015-2020* report; 3. Technical Review and acceptance of the *Malaysian Public Service: 2015-2020* report. **Activity Result 2: *Survey on the Public Service Transformation Framework*** 4. Develop and deploy a Survey Questionnaire to obtain feedback from 22 Ministries on the *Public Service Transformation Framework*; 5. Develop a report on the feedback obtained from the *Survey on Public Service Transformation Framework*. 6. Technical Review and acceptance of the Survey Questionnaire and Report on the *Survey on Public Service Transformation Framework*.	PSD	Local Consultants Audio Visual and Print Production Costs

INTENDED OUTPUTS	OUTPUT TARGETS FOR (2013-2015)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 4: Financing and Organizational Development Reforms **Baseline:** Government of Malaysia will embark to Accrual Accounting starting 2015. **Indicators:** 1. Report: *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System* submitted to Senior Management of PSD and key stakeholders for internal review and action; 2. *Implementation Action Plan 2015* submitted to Senior Management of PSD and key stakeholders for internal review and action; 3. Report: *Review of the Implementation Action Plan 2015* submitted to Senior Management of PSD and key stakeholders for internal review and action; 4. *Workshops: Finance and Organizational Reforms* organized.	**2013** 1. Consultants for *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System, Implementation Action Plan 2015, and Review of the Implementation Action Plan 2015* identified and appointed; 2. 1 Workshop organised; 3. Workshop report completed. **2014** 1. 4 Workshops organised; 2. Workshop reports completed; 3. *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System* completed; 4. *Implementation Action Plan 2015* completed. **2015** 1. 1 workshop organised; 2. Workshop report completed; 3. *Review of the Implementation Action Plan 2015* completed.	**Planning and Coordination** 1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components. **Activity Result 1: Review on the Financial Costs in Implementing Accrual Accounting on the Pension System** 3. Identify and appoint consultants for Report on the *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System*; 4. Develop Report; 5. Technical Review and acceptance of the Report. **Activity Result 2: Implementation Action Plan 2015** 6. Identify and appoint consultants for *Implementation Action Plan 2015*; 7. Develop *Implementation Action Plan 2015* in collaboration with PSD; 8. Technical Review and acceptance of the *Implementation Action Plan 2015.* **Activity Result 3: Review Report - Implementation Action Plan 2015** 9. Identify and appoint consultants for Report on the *Review of the Implementation Action Plan 2015*; 10. Develop Report; 11. Technical Review and acceptance of the Report.	PSD, Ministry of Finance (MOF) and the Accountant General's Department	Local Consultants Workshop/ Conference/ Training

		Activity Result 4: Workshops: Finance and Organizational Reforms 12. Identify and invite stakeholders and resource persons for engagement for the workshops; 13. Liaisons with respective resource persons for the content of the workshops; 14. Organise 6 workshops; 15. Rapporteuring of all workshops and develop thematic reports.		
INTENDED OUTPUTS	**OUTPUT TARGETS FOR (2013-2015)**	**INDICATIVE ACTIVITIES**	**RESPONSIBLE PARTIES**	**INPUTS**
Output 5: Best Practice and Innovations in Public Service **Baseline:** No consolidation of best practices and innovations of Malaysian public service reforms in one locality. **Indicators:** 1. *Case Studies: The Malaysian Public Service Reform Experience* published on PSD website and provided to national public sector training institutions.	**2013** 1. Best practices and innovations on public service reforms from the various ministries and agencies sourced and identified. **2014** 1. Best practices on public service reform and innovations from the various ministries and agencies consolidated; 2. *Case Studies: The Malaysian Public Service Reform* completed. **2015** 1. PSD website updated and features *Case Studies: The Malaysian Public Service Reform* and provision to national public sector training institutions completed.	**Planning and Coordination** 1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components. **Activity Result 1: Case Studies: The Malaysian Public Service Reform** 1. Source and consolidate best practices and innovations on public service reforms from the various ministries and agencies; 2. Identify and appoint consultant for compilation and write-up of appropriate Case Studies; 3. Develop the *Case Studies: The Malaysian Public Service Reform*; 4. Technical Review and acceptance of the *Case Studies: The Malaysian Public Service Reform* 5. Populate the PSD website Case Studies developed.	PSD, MAMPU and INTAN	Local Consultants

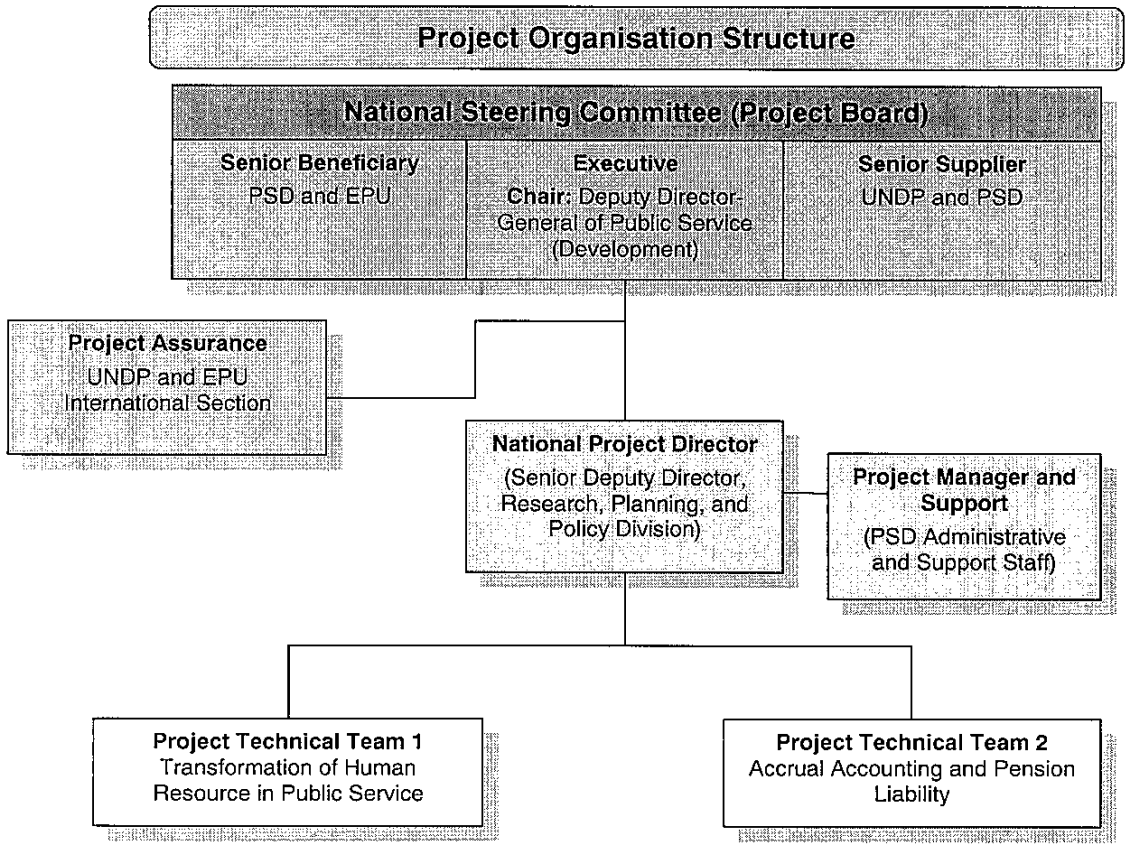
INTENDED OUTPUTS	OUTPUT TARGETS FOR (2013-2015)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Project Management and Monitoring and Evaluation	1. Project Management and Monitoring and Evaluation • Reference: Section V: Management Arrangements • Reference Section VI: Monitoring and Evaluation 2. Project roles as outlined in the *CPAP 2013-2015: National Implementation Modality – Roles and Responsibilities* are fully implemented.	1. Supporting the financial management by PSD to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable); 2. Supporting the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by PSD in a timely manner; 3. Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner; 4. Provision of Project Support Services from UNDP (if applicable).	UNDP	UNDP Support Services and Direct Project Costs inclusive of travel, technical assistance, etc.

IV. PROJECT BUDGET

Outcome/Atlas Activity[1]	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount 2013 (USD)	Amount 2014 (USD)	Amount 2015 (USD)	Total (USD)
Output 1: Strategic Outlook and Policy Directions of the Malaysian Public Service towards 2020	PSD	11888	CS – 00157	75700	Policy dialogues and stakeholder consultation workshops	4,000	49,100	6,000	59,100
					Subtotal	**4,000**	**49,100**	**6,000**	**59,100**
Output 2: Human Resources Planning Frameworks of the Malaysian Public Service: 2015-2020	PSD	00012	TRAC – 04000	71300	Local Consultants	0	35,000	0	35,000
		11888	CS – 00157	75700	Workshop/Conference/Training	0	41,000	0	41,000
		11888	CS – 00157	74500	Miscellaneous Expenses	0	9,000	0	9,000
					Subtotal	**0**	**85,000**	**0**	**85,000**
Output 3: Assessment of the Malaysian Public Service	PSD	00012	TRAC – 04000	71300	Local Consultants	0	19,500	0	19,500
		11888	CS – 00157	74200	Audio Visual and Print Production Costs (Note: Nationwide survey)	0	26,000	7,000	33,000
		11888	CS – 00157	71600	Travel	0	1000	0	1,000
		11888	CS – 00157	74500	Miscellaneous Expenses	0	6,500	0	6,500
					Subtotal	**0**	**52,500**	**7,000**	**60,000**
Output 4: Financing and Organizational Development Reforms	PSD	00012	TRAC – 04000	71300	Local Consultants	0	43,000	12,821	55,821
		11888	CS – 00157	75700	Workshop/Conference/Training	300	1,200	2,679	4,179
					Subtotal	**300**	**44,200**	**15,500**	**60,000**

Output 5: Best Practice and Innovations in Public Service	PSD	11888	CS – 00157	71300	Local Consultants	0	10,000	0	10,000
		11888	CS – 00157	74500	Miscellaneous Expenses	0	3,900	0	3,900
					Subtotal	**0**	**13,900**	**0**	**13,900**
Project Management, including Monitoring and evaluation	UNDP/ PSD	11888	CS – 00157	74500	Miscellaneous Expenses – Project Management	2,000	14,000	5,000	21,000
		00012	TRAC – 04000	71300	Travel	100	500	400	1,000
					Subtotal	**2,100**	**14,500**	**5,400**	**22,000**
PROJECT SUB TOTAL						**6,400**	**259,700**	**33,900**	**300,000**
FUND CONTRIBUTION									
Government of Malaysia		11888	CS – 00157			6,300	161,700	20,679	188,679
UNDP		00012	TRAC – 04000			100	98,000	13,221	111,321
GMS 6% of Government Cost Sharing		11888	CS – 00157			378	9,702	1,241	11,321
PROJECT TOTAL						6,778	269,402	35,141	311,321

V. MANAGEMENT ARRANGEMENTS



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 EPU, UNDP Malaysia and other relevant stakeholders to be identified. The TORs of the NSC shall be agreed among the stakeholders within the first two months of the project. Refer Annex 7 for the TOR. The NSC will be chaired by the Deputy Director-General of Public Service (Development).

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 PSD and processed through the Government co-coordinating 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. Refer Annex 9 for the TOR. The NPD of the project will be the Senior Deputy Director in the Research, Planning, and Policy Division, PSD.

Project Technical Team (PTT)

The PTT will be responsible to report administratively and programatically to UNDP on the status of the project outputs and reports on project progress during the NSC meetings. The PTT will prepare progress reports in timely and required manner and provide the information needed to agree disbursement for funds. Refer Annex 8 for the TOR. There are two PTTs:

1) Transformation of Human Resource in Public Service - Chaired by Director, Research, Planning, and Policy Division;
2) Accrual Accounting Pension Liability - Chaired by the Director of Post Service Division.

Project Manager
The Project Manager will be provided by PSD and manage the project on behalf of the NSC and support the NPD in close coordination within the TOR 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 PSD. 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. Refer Annex 10 for the TOR.

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

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. Risk factors as in Annex 2 will be periodically reviewed to ensure the risks are mitigated and manageable. Necessary actions to overcome any project challenges will be discussed as well.

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 at PSD;
- Use of office support facilities by the Project Manager, consultants and experts (e.g. fax machine, stationary, photocopy machine, telephone), and secretarial support where applicable;
- 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 Malaysia and EPU International Section. In compliance with UNDP regulations, the following will be conducted:

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 once a year, whichever is greater, and address project issues raised by the National Project Director / 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 EPU – International Cooperation Section for approval.

- Project Technical Team (PTT) Meetings

The PTT will meet as regularly as required to assist the NSC in monitoring and advising the technical implementation of the project and its activities. The PTT 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 signed project document. This review should update output targets and results achieved.

- Final Project Review Meeting/ Project Closure

A Final Project Review meeting will be conducted towards the end of the project completion and will be chaired by EPU. 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 of participating institutions. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-Government of Malaysia funded projects. The meeting will discuss the Final Project Review Report that should be submitted two weeks prior to the Final Project Review Meeting.

Progress Reporting Documents

- Mid Year Progress Report (MYPR)

A Mid Year Progress Report shall be prepared by the Project Manager/ Implementing Partner and shared with UNDP and EPU – 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. Refer to Annex 3 for template.

- Annual Progress Report (APR)

An Annual Progress Report shall also be prepared by the Project Manager/ Implementing Partner and shared with UNDP and EPU – 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. Refer to Annex 4 for template.

- Final Project Review Report/ Project Closure

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 information captured throughout implementation of the project;
- Minutes of all NSC and relevant PTT meetings;
- Annual signed CDRs;
- Progress Reports: MYPR and APR;
- Statements of cash position and statements of assets and equipment;
- All project outputs – i.e. reports, knowledge products, etc.

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

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 UNDP Financial System - Atlas) of a Project during a period. This report is prepared by UNDP Malaysia using Atlas and shared with the Implementing Partner on an annual basis. The Implementing Partner is required to verify each transaction made and sign the annual issued CDR report. Statements of cash position as well as assets and equipment should also be submitted together with the CDR on a yearly basis.

Audit

Audit is an integral part of sound financial and administrative management, and of the UNDP accountability framework. The project will be audited at least once in its lifetime and in accordance with the threshold established for the annual expenditures by the Office of Audit and Investigations (OAI). The audit provides UNDP with assurance that resources are used to achieve the results described and that UNDP resources are adequately safeguarded. The selection of an Audit Firm shall be through a competitive Request for Proposals, in consultation with the Implementing Partner and EPU or if possible shall be performed by the National Audit Authority (Jabatan Audit Negara). 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;
- Financial management;
- Procurement of goods and /or services;
- Human resource selection and administration;
- Management and use of equipment and inventory;
- Record-keeping systems and controls;
- Management structure;
- 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".

ANNEXES

1. Annual Work Plan (2013-2015)
2. Monitoring: Risks And Mitigation
3. Monitoring: Project Mid-Year Progress Template
4. Monitoring: Project Annual Report Template
5. Finance: FACE Form
6. Finance: Universal Price List
7. Terms Of Reference: National Steering Committee
8. Terms Of Reference Project Technical Teams
9. Terms Of Reference: National Project Director
10. Terms Of Reference: Project Manager
11. Management: Letter of Agreement between UNDP and the Government of Malaysia for Provision of Support Services under National Execution
12. Management: Country Programme Action Plan Between The Government Of Malaysia and the UNDP 2013-2015: National Implementation Modality: Roles And Responsibilities

ANNEX 1: ANNUAL WORK PLAN (2013-2015)

Year: 2013

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1: Strategic Outlook and Policy Directions of the Malaysian Public Service towards 2020 **Baseline:** Nil. **Indicators:** 1. Report: *Strategic Directions and Policy Directions of the Malaysian Public Sector towards 2020* submitted as input to Chief Secretary of the Government; 2. Reports from 10 *Thematic Policy Dialogues on Public Service Transformation* submitted as input to Senior Management of PSD and key stakeholders for internal review and action for 11MP submission; 3. Report: *UNDP Malaysia - PSD Public Service Summit* submitted to Senior Management of PSD and key stakeholders for internal review and action.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components; 3. Identify and invite stakeholders and resource persons for engagement for the *Thematic Policy Dialogue*; 4. Liaisons with respective resource persons for the content of the 1 *Thematic Policy Dialogue*; 5. Organise 1 *Thematic Policy Dialogue*; 6. Rappoteuring of *Thematic Policy Dialogue*.				X X X X X X	PSD	CS – 00157	75700: Policy dialogues and stakeholder consultation workshops	4,000

Output 2: Human Resources Planning Frameworks of the Malaysian Public Service: 2015-2020 **Baseline:** Public Sector Strategic HR Frameworks for 2015-2020 are not yet developed. **Indicators:** The completion and availability of the following planning and monitoring tools: 1. 2 Modules developed: a) *Futures Thinking and Scenario Planning Models for Public Sector Reform*; b) *Human Resources Management - Forecasting and Planning*; 2. Workshop: *Futures Thinking and Scenario Planning Models for Public Sector Reform* organized; 3. *Human Resources Planning Labs: Human Resources Management - Forecasting and Planning* organized; 4. *Human Resources Plans for the Malaysian Public Service for 2015-2020* developed and submitted to Senior Management of PSD and key stakeholders for internal review and action; 5. Report: *Review of Organizational Reforms* submitted to Senior Management of PSD and key stakeholders for internal review and action.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components.				X X	PSD and INTAN	N/A	N/A	N/A

Output 3: Assessment of the Malaysian Public Service **Baseline:** There are available statistical database on the profile of civil servants by group of services however there is no available consolidated report on the State of the Public Service in Malaysia. **Indicators:** 1. Report: *The Malaysian Public Service: 2015-2020* published; 2. Report: *Survey on the Public Service Transformation Framework* submitted to Senior Management of PSD and key stakeholders for internal review and action.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components; 3. Source the relevant statistics reflecting the Malaysian Public Service.				X X X	PSD	N/A	N/A	N/A

Output 4: Financing and Organizational Development Reforms **Baseline:** Government of Malaysia will embark to Accrual Accounting starting 2015. **Indicators:** 1. Report: *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System* submitted to Senior Management of PSD and key stakeholders for internal review and action; 2. *Implementation Action Plan 2015* submitted to Senior Management of PSD and key stakeholders for internal review and action; 3. Report: *Review of the Implementation Action Plan 2015* submitted to Senior Management of PSD and key stakeholders for internal review and action; 4. *Workshops: Finance and Organizational Reforms* organized.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components; 3. Organize 1 workshop; 4. Rapporteuring of 1 workshop and develop thematic reports.				X X X X	PSD, Ministry of Finance (MOF) and Accountant General Department	CS – 00157	75700: Workshop/ Conference/ Training	300

Output 5: Best Practice and Innovations in Public Service **Baseline:** No consolidation of best practices and innovations of Malaysian public service reforms in one locality. **Indicators:** 1. *Case Studies: The Malaysian Public Service Reform Experience* published on PSD website and provided to national public sector training institutions.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint dedicated focal points for project components; 3. Source best practices on public sector reform from the various ministries and agencies.				X X X	PSD, MAMPU and INTAN	N/A	N/A	N/A
Project Management and Monitoring and Evaluation	1. Supporting the financial management by PSD to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable); 2. Supporting the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by PSD in a timely manner; 3. Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner; 4. Provision of Project Support Services from UNDP (if applicable).				X X X X	PSD and UNDP	CS – 00157 TRAC – 04000	74500: Miscellaneous Expenses – Project Management 71300: Travel	2,000 100
Total									6,400

Year: 2014

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1: Strategic Outlook and Policy Directions of the Malaysian Public Service towards 2020 **Baseline:** Nil. **Indicators:** 1. Report: *Strategic Directions and Policy Directions of the Malaysian Public Sector towards 2020* submitted as input to Chief Secretary of the Government; 2. Reports from 10 *Thematic Policy Dialogues on Public Service Transformation* submitted as input to Senior Management of PSD and key stakeholders for internal review and action for 11MP submission; 3. Report: *UNDP Malaysia - PSD Public Service Summit* submitted to Senior Management of PSD and key stakeholders for internal review and action.Public Sector towards 2020	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and invite stakeholders and resource persons for engagement for the *Thematic Policy Dialogues* and *UNDP Malaysia - PSD Public Service Summit*; 3. Liaisons with respective resource persons for the content of the 7 *Thematic Policy Dialogues* and *UNDP Malaysia - PSD Public Service Summit*; 4. Organise 7 *Thematic Policy Dialogues* and *UNDP Malaysia - PSD Public Service Summit*; 5. Rappoteuring of *Thematic Policy Dialogues* and *UNDP Malaysia - PSD Public Service Summit* and develop thematic reports. 6. Develop inputs for PSD's submission for the 11MP and feedback for appropriate *Strategy Papers*; 7. Technical Review by Technical Working Committee and National Steering Committee and acceptance of inputs for the 11MP consultations.	X X X X	X X X X X X	X X X X	X X X X X X	PSD	CS – 00157	75700: Policy dialogues and stakeholder consultation workshops	49,100

Output 2: Human Resources Planning Frameworks of the Malaysian Public Service: 2015-2020 **Baseline:** Public Sector Strategic HR Frameworks for 2015-2020 are not yet developed. **Indicators:** The completion and availability of the following planning and monitoring tools: 1. 2 Modules developed: a) *Futures Thinking and Scenario Planning Models for Public Sector Reform*; b) *Human Resources Management - Forecasting and Planning*; 2. Workshop: *Futures Thinking and Scenario Planning Models for Public Sector Reform* organized; 3. *Human Resources Planning Labs: Human Resources Management - Forecasting and Planning* organized; 4. *Human Resources Plans for the Malaysian Public Service for 2015-2020* developed and submitted to Senior Management of PSD and key stakeholders for internal review and action; 5. Report: *Review of Organizational Reforms* submitted to Senior Management of PSD and key stakeholders for internal review and action.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and appoint consultants for development of 2 modules and relevant workshops and Planning Labs; 3. Technical Briefing with consultants for module development and relevant workshops and Planning Labs; 4. Develop 2 Modules; 5. Identify and invite stakeholders and resource persons for engagement for the Workshop: *Futures Thinking and Scenario Planning Models for Public Sector Reform and 4 Human Resources Planning Labs: Human Resources Management - Forecasting and Planning*; 6. Organise 1 Workshop: *Futures Thinking and Scenario Planning Models for Public Sector Reform and 4 Human Resources Planning Labs: Human Resources Management - Forecasting and Planning*; 7. Develop *Human Resources Plans for the Malaysian Public Service for 2015-2020* with 22 Ministries; 8. Technical Review by Technical Working Committee and National Steering Committee and acceptance of the modules and *Human Resources Plans for the Malaysian Public Service for 2015-2020* .	X X X X

Output 3: Assessment of the Malaysian Public Service **Baseline:** There are available statistical database on the profile of civil servants by group of services however there is no available consolidated report on the State of the Public Service in Malaysia. **Indicators:** 1. Report: *The Malaysian Public Service: 2015-2020* published; 2. Report: *Survey on the Public Service Transformation Framework* submitted to Senior Management of PSD and key stakeholders for internal review and action.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Source, consolidate and analyse the relevant statistics reflecting the Malaysian Public Service; 3. Identify and appoint consultants for development of *Malaysian Public Service Report: 2015-2020* report; 4. Develop the *Malaysian Public Service Report: 2015-2020* report; 5. Develop and deploy a survey questionnaire to obtain feedback from all government agencies on the *Public Service Transformation Framework*; 6. Develop a Report on the *Survey on the Public Service Transformation Framework*. 7. Technical Review by Technical Working Committee and National Steering Committee and acceptance of the *Malaysian Public Service Report: 2015-2020*, Survey Questionnaire and Report on the *Survey on the Public Service Transformation Framework*.	X X X X X X	X X X X X	X X X X	X X X X	PSD	TRAC – 04000 CS – 00157 CS – 00157 CS – 00157	71300: Local Consultants 74200: Audio Visual and Print Production Costs 71600: Travel 74500: Miscellaneous Expenses	19,500 26,000 1000 6,500

Output 4: Financing and Organizational Development Reforms **Baseline:** Government of Malaysia will embark to Accrual Accounting starting 2015. **Indicators:** 1. Report: *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System* submitted to Senior Management of PSD and key stakeholders for internal review and action; 2. *Implementation Action Plan 2015* submitted to Senior Management of PSD and key stakeholders for internal review and action; 3. Report: *Review of the Implementation Action Plan 2015* submitted to Senior Management of PSD and key stakeholders for internal review and action; 4. *Workshops: Finance and Organizational Reforms* organized.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and invite stakeholders and resource persons for engagement for the workshops; 3. Organize 4 workshops; 4. Rapporteuring of all workshops and develop thematic reports; 5. Identify and appoint consultants for development of report on *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System and Implementation Action Plan 2015;* 6. Technical Briefing with consultants for *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System and Implementation Action Plan 2015;* 7. Develop *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System* report; 8. Develop Implementation Action Plan 2015; 9. Technical Review by Technical Working Committee and National Steering Committee and acceptance of the *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System and Implementation Action Plan 2015*and *Implementation Action Plan 2015*.	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	X X X X X X X X X	PSD, Ministry of Finance (MOF) and Accountant General Department	TRAC – 04000 CS – 00157	71300: Local Consultants 75700: Workshop/ Conference/ Training	43,000 1,200

Output 5: Best Practice and Innovations in Public Service **Baseline:** No consolidation of best practices and innovations of Malaysian public service reforms in one locality. **Indicators:** 1. *Case Studies: The Malaysian Public Service Reform Experience* published on PSD website and provided to national public sector training institutions.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Consolidate best practices on public service reform from the various ministries and agencies; 3. Identify and appoint consultant for compilation; 4. Write-up of appropriate case studies of public service reform experience. 5. Technical Review by Technical Working Committee and National Steering Committee and acceptance of completed case studies.	X X X	X X X	X X	X X X	PSD, MAMPU and INTAN	CS – 00157 CS – 00157	71300: Local Consultants 74500: Miscellaneous Expenses	10,000 3,900
Project Management and Monitoring and Evaluation	1. Supporting the financial management by PSD to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable); 2. Supporting the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by PSD in a timely manner; 3. Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner; 4. Provision of Project Support Services from UNDP (if applicable).	X X X X	X X X X	X X X X	X X X X	PSD and UNDP	CS – 00157 TRAC – 04000	74500: Miscellaneous Expenses – Project Management 71300: Travel	14,000 500
Total									259,700

Year: 2015

EXPECTED OUTPUTS *And baseline, indicators including annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount (USD)
Output 1: Strategic Outlook and Policy Directions of the Malaysian Public Service towards 2020 **Baseline:** Nil. **Indicators:** 1. Report: *Strategic Directions and Policy Directions of the Malaysian Public Sector towards 2020* submitted as input to Chief Secretary of the Government; 2. Reports from 10 *Thematic Policy Dialogues on Public Service Transformation* submitted as input to Senior Management of PSD and key stakeholders for internal review and action for 11MP submission; 3. Report: *UNDP Malaysia - PSD Public Service Summit* submitted to Senior Management of PSD and key stakeholders for internal review and action.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and invite stakeholders and resource persons for engagement for the 2 Thematic Policy Dialogues; 3. Organise 2 Thematic Policy Dialogues; 4. Rapporteuring of 2 Thematic Policy Dialogues and develop thematic reports; 5. Develop Report: *Strategic Outlook and Policy Directions of the Malaysian Public Sector towards 2020* based on the thematic reports from the Thematic Policy Dialogues and *UNDP Malaysia - PSD Public Service Summit*; 6. Technical Review by Technical Working Committee and National Steering Committee and acceptance of Report: *Strategic Outlook and Policy Directions of the Malaysian Public Sector towards 2020.*	X X	X X X X	X X X X	X X X X	Public Service Department of Malaysia (PSD)	CS – 00157	75700: Policy dialogues and stakeholder consultation workshops	6,000

Output 2: Human Resources Planning Frameworks of the Malaysian Public Service: 2015-2020 **Baseline:** Public Sector Strategic HR Frameworks for 2015-2020 are not yet developed. **Indicators:** The completion and availability of the following planning and monitoring tools: 1. 2 Modules developed: a) *Futures Thinking and Scenario Planning Models for Public Sector Reform*; b) *Human Resources Management - Forecasting and Planning*; 2. Workshop: *Futures Thinking and Scenario Planning Models for Public Sector Reform* organized; 3. *Human Resources Planning Labs: Human Resources Management - Forecasting and Planning* organized; 4. *Human Resources Plans for the Malaysian Public Service for 2015-2020* developed and submitted to Senior Management of PSD and key stakeholders for internal review and action; 5. Report: *Review of Organizational Reforms* submitted to Senior Management of PSD and key stakeholders for internal review and action.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Develop *Review of Organizational Reforms*; 3. Technical Review by Project Technical Team and National Steering Committee and acceptance of *Review of Organizational Reforms* report.	X X	X X	X X X	X X	PSD and INTAN	N/A	N/A	N/A

Output 3: Assessment of the Malaysian Public Service **Baseline:** There are available statistical database on the profile of civil servants by group of services however there is no available consolidated report on the State of the Public Service in Malaysia. **Indicators:** 1. Report: *The Malaysian Public Service: 2015-2020* published; 2. Report: *Survey on the Public Service Transformation Framework* submitted to Senior Management of PSD and key stakeholders for internal review and action.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and approve programme and dissemination and advocacy strategy for the launch of the Malaysian Public Service Report 2015-2020; 2. Launch the *Malaysian Public Service Report: 2015-2020.*	X 	X X			PSD	CS – 00157	74200: Audio Visual and Print Production Costs	7,000

Output 4: Financing and Organizational Development Reforms **Baseline:** Government of Malaysia will embark to Accrual Accounting starting 2015. **Indicators:** 1. Report: *Review on the Financial Costs in Implementing Accrual Accounting on the Pension System* submitted to Senior Management of PSD and key stakeholders for internal review and action; 2. *Implementation Action Plan 2015* submitted to Senior Management of PSD and key stakeholders for internal review and action; 3. Report: *Review of the Implementation Action Plan 2015* submitted to Senior Management of PSD and key stakeholders for internal review and action; 4. *Workshops: Finance and Organizational Reforms* organized.	1. Consultative meetings with the Project Technical Team to review output components, work plan and timelines, budget allocated and data / inputs needed; 2. Identify and invite stakeholders and resource persons for engagement for the workshops; 3. Organize 5 workshops; 4. Rapporteuring of all workshops and develop thematic reports; 5. Identify and appoint consultants for development of report on *Review of the Implementation Action Plan 2015;* 6. Technical Briefing with consultants for report on *Review of the Implementation Action Plan 2015;* 7. Develop *Review of the Implementation Action Plan 2015*; 8. Technical Review by Project Technical Team and National Steering Committee and acceptance of the *Review of the Implementation Action Plan 2015.*	X X X X X

Output 5: Best Practice and Innovations in Public Service **Baseline:** No consolidation of best practices and innovations of Malaysian public service reforms in one locality. **Indicators:** 1. *Case Studies: The Malaysian Public Service Reform Experience* published on PSD website and provided to national public sector training institutions.	1. Consultative meetings with the Project Technical Team to review output components, workplan and timelines, budget allocated and data / inputs needed; 2. Launch and advocacy of the *Case Studies: The Malaysian Public Service Reform* on the PSD website with case studies reflecting the Malaysian public service reform experience;	X X	X X			PSD, MAMPU and INTAN	N/A	N/A	N/A
Project Management and Monitoring and Evaluation	1. Supporting the financial management by PSD to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable); 2. Supporting the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by PSD in a timely manner; 3. Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner; 4. Provision of Project Support Services from UNDP (if applicable).	X X X X	X X X X	X X X X	X X X X	UNDP	CS – 00157 TRAC – 04000	74500: Miscellaneous Expenses – Project Management 71300: Travel	5,000 400
Total									**33,900**

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: 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 changes, the budget will be adjusted accordingly and approved by the NSC. Alternative parallel funding source may be considered.
There maybe some delay in the project timeline in terms identifying the appropriate consultants and organizing the appropriate capacity workshop and engagement with the stakeholders.	Others	Probability: Medium Impact: Medium	There will also need to be close consultation with PSD to identify the needs and scope of the TOR and appropriate consultants and speakers both local and international to ensure the in-depth study are completed on schedule and the objectives of the respective activities are achieved.
There may be challenges in accessing recent or updated data and statistics on relevant indicators especially at the state and agency 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 agencies 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 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 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

ANNEX 5: FINANCE: FACE FORM

Funding Authorization and Certificate of Expenditures

UN Agency: XXXXXXXXXX

Date: DD/MM/YYYY

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

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

Currency: _____

Activity Description from AWP with Duration	Coding for UNDP, UNFPA and WFP	REPORTING				REQUESTS / AUTHORIZATIONS		
		Authorised Amount MM-MM YYYY A	Actual Project Expenditure B	Expenditures accepted by Agency C	Balance D = A - C	New Request Period & Amount MM-MM YYYY E	Authorised Amount F	Outstanding Authorised Amount G = D + F
XXXXXXXXXXXXXXXXXXXXXXXX (MM/YYYY - MM/YYYY)								
XXXXXXXXXXXXXXXXXXXXXXXX (MM/YYYY - MM/YYYY)								
XXXXXXXXXXXXXXXXXXXXXXXX (MM/YYYY - MM/YYYY)								
Total		0	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 has been disbursed in accordance with the AWP and request with itemized cost estimates. The detailed accounting documents for these expenditures can be made available for examination, when required, for the period of five years from the date of the provision of funds.

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: *CRQ ref. no., Voucher ref. no.*		DCT Reference: *CRQ ref. no., Liquidation ref. no.*	
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 6: FINANCE: UNDP UNIVERSAL PRICE LIST

Service	High Cost	Mid-High Cost	Mid-Low Cost	Low Cost
Payment Process [5]	36.39	27.39	23.59	19
Issue check only (Atlas Agencies)	13.69	11.08	10.02	8.
Vendor profile only (Atlas Agencies only)	*20.32*	*14.65*	*12.17*	*9.*
Staff selection and recruitment process for resident agencies [6,7]	674.64	463.21	371.37	268.
Advertising (20%)	*134.93*	*92.64*	*74.27*	*53.*
Short-listing (40%)	*269.85*	*185.28*	*148.55*	*107.*
Interviewing (40%)	*269.85*	*185.28*	*148.55*	*107.*
Staff HR & Benefits Administration & Management [8] (one time fee, per staff at:	215.73	154.73	128.77	99.
- the issuance of a contract, and				
- again at separation)				
Recurrent personnel management services: Staff Payroll & Banking				
	478.48	344.43	288.75	226.
Administration & Management [9] (annual fee per staff, per calendar year)				
Payroll validation, disbursement (35%)	*167.47*	*120.55*	*101.06*	*79.*
Performance evaluation (30%)	*143.55*	*103.33*	*86.63*	*67.*
Extension, promotion, entitlements (30%)	*143.55*	*103.33*	*86.63*	*67.*
Leave monitoring (5%)	*23.92*	*17.22*	*14.44*	*11.*
Consultant recruitment	260.53	180.07	145.21	105.
Advertising (20%)	*52.11*	*36.01*	*29.04*	*21.*
Short-listing & selection (40%)	*104.21*	*72.03*	*58.08*	*42.*
Contract issuance (40%)	*104.21*	*72.03*	*58.08*	*42.*
Interns management	78.87	54.28	43.38	30.
Issue/Renew IDs (UN LP, UN ID, etc.)	39.32	28.47	23.86	18.
Travel authorization	35.74	25. 90	21.75	16.
F10 settlement	32.45	23.64	19. 94	15.
Procurement process involving local CAP (and/or ITB, RFP requirements) [7,10,11]	599. 94	414.42	333.79	242.
Identification & selection (50%)	*299.97*	*207.21*	*166.90*	*121.*
Contracting/issue purchase order (25%)	*149.98*	*103.61*	*83.45*	*60.*
Follow-up (25%)	*149.98*	*103.61*	*83.45*	*60.*
Procurement not involving local CAP [7,10,11] **(low value procurement)**	232.74	163.31	133.07	98.
Identification & selection (50%)	*116.37*	*81.65*	*66.54*	*49.*
Issue purchase order (25%)	*58.18*	*40.83*	*33.27*	*24.*
Follow-up (25%)	*58.18*	*40.83*	*33.27*	*24.*
Disposal of equipment	305. 94	211.12	169. 90	123.
AR Management Process (create/apply receivable pending item- Atlas	37.64	26.31	21.35	15.
Agencies Only)				
Issue/Apply Deposit only	*22.79*	*15.99*	*13.01*	*9.*

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

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.

Country Cost Bands

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

ANNEX 7: TERMS OF REFERENCE: NATIONAL STEERING COMMITTEE

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 Deputy Director General of Public Service Malaysia or someone assigned by the Deputy Director General. The Research, Planning, and Policy Division, *PSD will act as Secretariat to the NSC. Members of the NSC will consist of representatives from the relevant divisions in PSD and other relevant stakeholders to be determined by the Committee,* such as Ministry of Finance, Accountant General's Department, INTAN and MAMPU.

The NSC will meet after the receipt of each project report or at least once 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 organisations 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: PROJECT TECHNICAL TEAMS

There will be 2 Project Technical Teams (PTT) who will assist the NSC in monitoring the conduct of the project and providing technical guidance on the implementation of the project. The PTTs will also act as technical advisors to the NSC. The members of the PTTs will consist of representatives from the relevant divisions and other relevant stakeholders to be determined by the NSC such as such as Ministry of Finance, Accountant General's Department, INTAN and MAMPU.

The 2 PTTs are as follows:

- PTT1: Transformation of Human Resource in Public Service - Chaired by Director, Research, Planning, and Policy Division;
- PTT: Accrual Accounting Pension Liability - Chaired by the Director of Post Service Division.

The Planning Policy Sector of the Research, Planning, and Policy Division will act as Secretariat to the PTTs. The PTT 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 9: TERMS OF REFERENCE: NATIONAL PROJECT DIRECTOR

The main responsibility of the National Project Director (NPD) is to coordinate project activities among the main parties to the project: the Government co-coordinating authority, the consultant, and UNDP. The NPD is a staff member of the Government of Malaysia's implementing agency of a UNDP-Government of Malaysia supported project.

The NPD for this project will be the Senior Deputy Director in the Research, Planning, and Policy Division, PSD.

Specifically, he works in close collaboration with the Project Manager as well as UNDP and his/her responsibilities include:

- Ensure that the project document and project revisions requiring Government's approval are processed through the Government co-coordinating authority, in accordance with established procedures;
- Prepare work plans in discussion with the Project Manager and UNDP;
- Mobilize national institutional mechanisms for smooth progress of project;
- Provide formal project/deliverable sign-off and acceptance upon verification;
- Review project status reports;
- Provide direction and guidance on project-related issues; and
- Provide advice and guidance to the project team.

ANNEX 10: TERMS OF REFERENCE: PROJECT MANAGER

The Project Manager will be from PSD and 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.

The specific tasks of the Project Manager are:

- Provide direction for the project based on the project document and decisions made by the PTT 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 PTT 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).

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: (21)UPE801/100/299

Tarikh:
Date: 13 December 2001

BY FAX: (03)2552870 /BY HAND

REC'D: 26 DEC 2001	
RR	✓
DRR	
ADMIN	
FINANCE	
GEN. SVC.	
PROG. 1	
PROG. 2	
PROG. 3	
PR0300/GEN/NEW	

to send HQ

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

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.

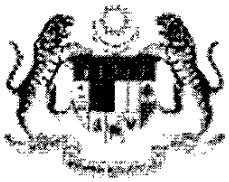
2. We are pleased to attach herewith two (2) copies of the duly signed letter of agreement for your further action.

Thank you.

Yours sincerely,

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

ANNEX 12; MANAGEMENT: COUNTRY PROGRAMME ACTION PLAN BETWEEN THE GOVERNMENT OF MALAYSIA AND THE UNDP 2013-2015: NATIONAL IMPLEMENTATION MODALITY: ROLES AND RESPONSIBILITIES



Empowered lives.
Resilient nations.

COUNTRY PROGRAMME ACTION PLAN

BETWEEN

THE GOVERNMENT OF MALAYSIA

AND

THE UNITED NATIONS DEVELOPMENT PROGRAMME

2013 TO 2015

NATIONAL IMPLEMENTATION MODALITY: ROLES AND RESPONSIBILITIES

(Note: Only the relevant sections to Project Management are appended below)

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
1. PROJECT MANAGEMENT				
A) OVERALL RESPONSIBILITY OF PROJECT OUTPUTS				
1. Oversight on substantive implementation of project outputs as per *Final Prodoc* and Annual Work Plan (AWP).	1. Oversight and support on financial and operational implementation of project outputs as per *Final Prodoc* and AWP.	1. Operational and administrative support on financial and operational implementation of project outputs as per *Final Prodoc* and AWP.	1. Overall responsibility (and day to day operations) for the substantive implementation and financial and operational management of project outputs.	1. Overall monitoring and guidance on the implementation of project outputs and strategic linkage to enhance the achievement of outcome results as well as support (if required) to address operational challenges.
B) PROJECT MANAGEMENT - GOVERNANCE				
1. Participate and decision making at National Steering Committee (NSC), Project Technical Team (PTT) and related meetings and provide the following: a) Technical: Substantive input and advisory on project outputs and development of relevant documentation for the NSC, PTT and related meetings b) Management: Identify any project related implementation issues and identify mitigation solutions with IP	1. Attend NSC, PTT & related meetings (upon request) and provide feedback on financial and operational implementation of Project Outputs; 2. Follow up with IP on all relevant documentation including official minutes and documentation of NSC, PTT and related meetings.	1. E- Filing of all relevant documentation including official minutes and documentation of NSC, PTT and related meetings.	1. NSC: Chair and provide overall guidance on achievement of project outputs and final management of project; 2. PTT: Chair and provide overall guidance on the implementation of project activities and technical review of project outputs; 3. National Project Director (NPD): Overall responsibility for the implementation of all project outputs and financial management as well as oversight of Project Staff and Project Consultants; 4. Project Team/ Staff: Day to day implementation of project activities; 5. Note taking and developing minutes of of NSC, PTT and related meetings.	1. NSC: EPU ICS and relevant sections to attend NSC meeting and provide feedback on implementation of the project outputs; 2. PTT: EPU relevant sections to attend PTT meetings (where relevant) and provide technical feedback on the project outputs.

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
2. PROJECT IMPLEMENTATION				
A) TECHNICAL CONTENT OF PROJECT OUTPUTS				
1. Provide technical and policy advisory services to IP in the substantive design, implementation and management of project outputs and specifically undertake the following with IP; a) Identify cross-sectoral issues and stakeholders b) Identify relevant data and research requirements c) Review and provide input into methodology and frameworks of research, studies and models d) Review all technical reports and provide substantive inputs on data and policy analysis e) Obtain substantive feedback, input, data and recommendations via policy dialogues/ workshops 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; Substantive contributions to UN knowledge networks and UNDP Communities of Practice and share results with IP.			1. Collaborate with UNDP in the substantive design, implementation and management of project outputs and specifically undertake the following; a) Identify cross-sectoral issues and stakeholders b) Identify relevant data and research requirements and facilitate data request with Department of Statistics and relevant Ministries and agencies c) Review and provide input into methodology and frameworks of research, studies and models d) Review all technical reports and provide substantive inputs on data and policy analysis e) Document all substantive feedback, input, data and 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.	1. EPU relevant sections to provide technical feedback on the project outputs (where relevant); 2. EPU relevant sections to participate in policy dialogues/ workshops (where relevant).

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
B) POLICY DIALOGUE / STAKEHOLDER DIALOGUE WORKSHOP				
1. Develop and finalise 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 finalise 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 experts and national stakeholders c) Coordinate and verify documentation for payment.	1. Relevant EPU Sections to attend the workshop and provide feedback on proposed strategies and outputs.
C) CAPACITY BUILDING / TRAINING WORKSHOP				
1. Develop and finalize training workshop concept note, sessions and budget with IP; 2. Identify international and local resource persons and develop TOR and national participants with IP; 3. Review training materials with IP; 4. Develop and finalize training 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 training workshop concept note, sessions and budget with UNDP; 2. Identify international and local resource persons and develop TOR and national participants with UNDP; 3. Review training materials with UNDP; 4. Develop and finalize training workshop report with UNDP. 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.	1. Relevant EPU Sections to attend the training workshop (if relevant).

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
D) 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 based on AWP; 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: 2. Guidance to IPs on overall financial planning and management of allocated resources based on *Final Prodoc*, AWP, and *Project Procurement Plan* 3. Review project delivery and advise IP on financial achievement of the AWP and *Project Procurement Plan* 4. Ensure all financial transactions funded by the project are consistent with UNDP account codes and sources of funding 5. Ensure all relevant documentation for financial transactions submitted by IP for payment are complete and accurate 6. Guidance to IPs to ensure all documentations are in place for the Audit by Jabatan Audit Negara; 7. UNDP's financial management: a) Manage operationalization of vouchers b) Consult with Programme Manager on budget revisions required c) Budget check for requisitions, POs and vouchers. 8. Ensure all Purchase Orders are managed and closed in consultations with the Programme Manager; 9. Serve as an Intermediary for the UNDP Finance Department with IP, consultants and vendors; 10. Track UNDP project management and operational costs (UNDP Support Services) and share with IP on a bi-annual basis.	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. Ensure all finance related documentations are in place for the Audit by Jabatan Audit Negara	

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
E) TRAVEL MANAGEMENT				
1. Approve IP representative's travel related requests which are funded by project; 2. Manage submission of Mission Report and relevant documentation from IP representatives which are funded by project; 3. Liaise with UNDP Travel Unit for personal travel arrangements funded by project; 4. Prepare personal Mission Report and relevant documentation for official project related travel outside of Kuala Lumpur/ Putrajaya.	1. Oversight on all travel related costs funded by project; 2. Calculate Daily Subsistence Allowance (DSA) and Terminal Expenses (TE) for all travel related requests funded by project; 3. Assist with IP representative's travel arrangements funded by project (if required).	1. Complete e-Requisition for flight tickets, DSA and TE for travel arrangements made with UNDP Travel Unit; 2. Coordinate travel advance related payments (80%) utilizing FACE Forms; 3. Coordinate balance for travel related payments (20%) utilizing F10/ Travel Expenses Claim Form (TEC); 4. E- Filing of Mission Report and all relevant documentation.	1. Logistical arrangements for travel of IP representatives, consultants contracted directly by Government, project staff contracted by UNDP based at Implementing Partner and Resource persons/ participants from civil society or academia; 2. Complete and share Mission Report of IP representatives and relevant documentation to UNDP.	

Note: Travel entitlements for various categories of travelers and the applicable rules are outlined below. The projects funds will only cover the cost of the most direct and most economical flight. If the Government travel is on Business Class and above, the difference of the costs will be borne by the IP.

CATEGORY	TRAVEL ARRANGEMENTS	DSA/ TE (DOMESTIC)	DSA/ TE (INTERNATIONAL)	FLIGHT TICKETS (DOMESTIC)	FLIGHT TICKETS (INTERNATIONAL)
Implementing Partner and Government Staff	Implementing Partner	Government policies on entitlements	Government policies on entitlements	Government policies on entitlements	Government policies on entitlements
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

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
F) KNOWLEDGE MANAGEMENT AND KNOWLEDGE PRODUCTS				
1. Project Knowledge Products: Technical review of project related publications; 2. UNDP Webpage: Provide confirmation on updated UNDP project webpages and relevant documents; 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.	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; 2. UNDP Webpage: Coordinate with UNDP Communications Officer on UNDP Malaysia's project page updates.	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.	1. Project Knowledge Products: Technical review of project related publications and full management of publication cycle including identification of editor, copywriter, printer, and dissemination.	

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
3. 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; 2. Financial and substantive monitoring and evaluation of projects outputs as well as identification of operational and financial problems and propose solutions to IP.	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
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; 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.	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.
C) FINANCIAL REPORTING DOCUMENT: ANNUAL COMBINED DELIVERY REPORT (CDR) AND EXPENDITURE DETAIL REPORTS				
1. Verify, approve and sign Annual CDRs and Expenditure Detail Report.	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; Determine project management and operational costs (UNDP Support Services) for Audit by Jabatan Audit Negara.	1. E- Filing of all relevant documentation – signed CDRs and Expenditure Detail Report;	1. Verify and sign CDRs and Expenditure Detail Report within 14 days and send to UNDP.	

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
D) AUDIT BY JABATAN AUDIT NEGARA (JAN)				
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 *Audit Documentation Checklist* with IP: 4. Develop *Management Response and Follow Up Action Plans* requested by Audit with IP; 5. Participate in the Audit of the project; 6. Support IP in implementation and review of Audit recommendations and *Follow Up Action Plans;* 7. Report all exceptions for the *Follow Up Action Plans* on UNDP Audit Webpage (CARDS);	1. UNDP Focal Point for Project documentation and ensure IP has complete and compliant set of documentation based on *Audit Documentation Checklist* encompassing the following a) Human resources b) Financial management c) Procurement d) Asset Management e) Project progress f) Record keeping systems g) Management Structure 2. Note taker during project Audit of the project and draft meeting minutes (if required); 3. Upload Audit reports and relevant supporting documents on CARDS; 4. Follow up with IP on implementation of Audit recommendations and *Follow Up Action Plans* post completion of Audit.	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.	1. Coordinate preparation for the Audit with UNDP; 2. Review implementation status of previous Audits recommendations (if any) with UNDP: 3. Review Audit Terms of Reference and *Audit Documentation Checklist* with UNDP: 4. Ensure and provide complete and compliant set of documentation based on *Audit Documentation Checklist* to JAN; 5. Develop *Management Response and Follow Up Action Plans* requested by Audit with UNDP; 6. Participate in the Audit of the project; 7. Review with UNDP on implementation of Audit recommendations and *Follow Up Action Plans*).	1. EPU ICS and relevant sections to provide feedback to address any implementing or operational challenges/ delays (if required).
E) PROJECT REVISIONS/ ADJUSTMENTS				
1. Provide feedback to EPU ICS and relevant sections if there is any request by IP for project extensions and/ or budget variations.			1. Submit a written request to EPU and UNDP if there are project extensions and/ or budget variations prior to submission to NSC.	1. EPU Sections Chair review meetings on project extensions/ budget variations as recommendation to NSC.

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
F) PROJECT CLOSURE				
1. Assist IP in presentation for *Project Closure Meeting* on the following: a) Contribution of project to project outcome, 10th Malaysia Plan and National Initiatives and Sectoral Plans and impact on national development agenda b) Implementation of project outputs Financial statement c) Institutional capacity building activities d) Lessons learned	1. Assist IP to prepare documentation for *Project Closure Meeting;* 2. Assist IP in preparation of project financial statement.	1. Assist IP to prepare a complete set of documentation of the project management, finance, meeting minutes and project outputs in CD form.	1. Prepare a complete set of documentation of the project management, finance, meeting minutes and project outputs in CD form; 2. Present to the *Project Closure Meeting* on the following: a) Contribution of project to project outcome, 10th Malaysia Plan and National Initiatives and Sectoral Plans and impact on national development agenda b) Implementation of project outputs Financial statement c) Institutional capacity building activities d) Lessons learned	1. Chair *Project Closure Meeting* within 6 months after the operational closure of the project to assess the performance and success of the project and review: a) Impact of the project to national development agenda b) Sustainability of the results, including the contribution to related outcomes c) Review lessons learned and recommendations to improve design and implementation of future UNDP-Government of Malaysia funded projects.

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
4. PROCUREMENT: ASSETS, EQUIPMENT, RESOURCE MATERIALS AND WORKSHOP VENUE				
1. Oversight on implementation of *Costed Procurement Plan.*	1. Assist IP to develop TOR for procurement of assets, equipment, resource materials, and workshop venue (if required); 2. Review *Costed Procurement Plan* with IP on a quarterly basis.	1. Consolidate *Costed Procurement Plan* of all projects on a quarterly basis and UNDP cost recovery of services (if applicable).	1. Review *Costed Procurement Plan* 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 *Final Prodoc, Costed Procurement Plan* 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 indicated within the *Final Prodoc*; 6. All documentation pertaining to decision for procurement and actual procurement process to be retained for Audit purposes by JAN; 7. Submit all supporting documents for payment via FACE Forms.	

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
5. ENGAGEMENT OF CONSULTANTS: UNDP PROCESSES AND GUIDELINES FOR INDIVIDUAL OR PROFESSIONAL SERVICES CONTRACT OR REIMBURSABLE LOAN AGREEMENT				
A) PLANNING				
1. Brief IP on UNDP guidelines and estimated timelines for engagement via UNDP processes and jointly determine the most appropriate contractual modality and approach.	1. Review *Costed Procurement Plan* with IP on a quarterly basis; 2. Provide IP with projected budget and UNDP contractual guidelines and samples (if required); 3. Provide IP the estimated cost for UNDP managing the consultancy contract.	1. Consolidate *Costed Procurement Plan* for all projects on a quarterly basis and UNDP cost recovery of services (if applicable); 2. Maintain master list of active Project consultants with contact numbers, emails & contract expiry dates; 3. Throughout consultancy: manage version control of contracts, Purchase Orders, Certificate of Payment and Contract Renewals and Obligations.	1. Discuss with UNDP on its guidelines and estimated timelines for engagement via UNDP processes and jointly determine the most appropriate contractual modality and approach.	
B) TERMS OF REFERENCE				
1. Develop Terms of Reference (TOR) or Request For Proposal (RFP) with IP.			1. Develop Terms of Reference (TOR) or Request For Proposal with UNDP.	
C) SOLICITATION PROCEDURE: ADVERTISEMENT				
1. Review and clear the text for the Advertisement in consultation with IP.	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.		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.	

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
D) REVIEW AND SELECTION OF CONSULTANTS				
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)	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).		1. Provide feedback to UNDP on shortlisted candidates / RFP; 2. Provide feedback to UNDP on Evaluation Form of CV/ RFP.	
E) CONTRACT MANAGEMENT				
1. Approve requisition for selected consultants; 2. Senior Management to approve Purchase Orders.	1. Coordinate preparation of documentation for issuing of contract by UNDP Operations Department; 2. Raise requisition for selected consultant and UNDP Operations Department to raise Purchase Orders.	1. Follow up with UNDP Operations Department to liaise with selected candidates to complete and submit medical clearance and vendor profile form to be added to UNDP financial system.		
F) DAY TO DAY OPERATIONS				
1. Jointly monitor performance of consultants together with National Project Director (NPD).			1. Jointly monitor performance of consultants together with UNDP.	
G) CERTIFICATE OF PAYMENT				
1. Sign Certification of Payment (CoP) in consultation with IP.	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.		1. Provide confirmation to UNDP of acceptance of deliverables/ outputs prior to payment and sign CoP.	

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
H) PERFORMANCE EVALUATION				
1. Complete performance evaluation with input from National Project Director and relevant IP staff.		1. Liaise with UNDP Operations Department to file Performance Evaluation and share with UNDP Finance Department for records.	1. NPD to provide input to UNDP on performance evaluation.	
8. ENGAGEMENT OF PROJECT STAFF: UNDP PROCESSES AND GUIDELINES FOR SERVICE CONTRACT				
A) PLANNING				
1. Brief IP on UNDP guidelines and estimated timelines for engagement via UNDP processes.	1. Review *Costed Procurement Plan* with IP on a quarterly basis; 2. Provide IP with projected budget and UNDP contractual guidelines and samples (if required); 3. Provide IP the estimated cost for UNDP managing the contract.	1. Consolidate *Costed Procurement Plan* for all projects on a quarterly basis and UNDP cost recovery of services (if applicable); Maintain master list of active Project Staff contracted by UNDP with contact numbers, emails & expiry dates.	1. Discuss with UNDP on its guidelines and estimated timelines for engagement via UNDP processes.	
B) TERMS OF REFERENCE				
1. Develop Terms of Reference (TOR) with IP.			1. Develop Terms of Reference (TOR) with UNDP.	
C) SOURCING: ADVERTISEMENT				
1. Review and clear the text for the Job Advertisement in consultation with IP.	1. Liaise with UNDP Human Resource Department on need to advertise post and provide relevant documentation; 2. Draft Job Advertisement based on (TOR) to be cleared by Programme Manager. 3. Ensure Advertisement and TOR/ RFP are available on UNDP Jobs website and newspaper.		1. Review and clear the text for the Job Advertisement in consultation with UNDP.	
D) SHORTLISTING				
1. Shortlist candidates and share with IP for feedback.	1. Coordinate with UNDP Human Resources Department to organize interviews with shortlisted candidates.		1. Provide feedback to UNDP on shortlisted candidates.	

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
E) INTERVIEW AND ASSESSMENT				
1. Finalize face to face interview and written test questions and respective scoring sheets in consultation with IP; 2. Chair the interview panel and select interview panel members; 3. Finalize interview report.	1. Participate in interview panel for Project Administration and Operations/ Finance posts (if required).		1. Provide input to UNDP on face to face interview and written test questions and respective scoring sheets.	
F) SELECTION				
1. Provide any justification or waiver for Contracts Appraisal Committee (CAP) submission (if required).	1. Ensure submission of all required and completed documentation to UNDP CAP (if required).			
G) CONTRACT				
1. Sign approval of request for issuance of contract; 2. Inform IP on start date of selected project staff.	1. Coordinate preparation of documentation for issuing of contract by UNDP Human Resources Department; 2. UNDP Human Resource Department to include selected candidate on UNDP payroll.	1. Follow up with UNDP Human Resources Department to liaise with selected candidates to complete and submit medical clearance and vendor profile form to be added to UNDP financial system.		
H) DAY TO DAY OPERATIONS				
1. Jointly monitor performance of project staff together with National Project Director (NPD); 2. Jointly monitor and verify attendance and leave for project staff with IP.	1. Organize training for project staff on programme processes and guidelines within the first week of work.	1. Brief project staff and IP's Desk Officer on UNDP FACE Form template and governing procedures.	1. Project Staff based at IP's office will report directly to the NPD and UNDP Programme Manager (unless indicated otherwise); 2. Jointly monitor performance of project staff together with UNDP; 3. Jointly monitor and verify attendance and leave for project staff with UNDP by signing monthly leave statement.	
I) 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.	

UNITED NATIONS DEVELOPMENT PROGRAMME			IMPLEMENTING PARTNER	EPU
PROGRAMME MANAGER	PROGRAMME ASSOCIATE	PROGRAMME ASSISTANT		
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.	