

United Nations Development Programme



SIGNATURE PAGE

Country: Malaysia

UNDAF Outcome(s)/Indicator(s): <i>(Link to UNDAF outcome, if no UNDAF, leave blank)</i>	<u>Not Applicable (N/A)</u>
Expected Outcome(s)/Indicator (s): <i>(CP outcomes linked to the SRF/MYFF goal and service line)</i>	<u>MYFF Service line 1.6 – Gender Mainstreaming: Women's leadership capacities developed, with emphasis on parliamentarians, policy advocacy groups and women's networks</u>
Expected Output(s)/Annual Targets:	<u>Plan of Action to implement policy to achieve at least 30% women participation in decision-making roles</u>
Implementing partner: <i>(designated institution/formerly executing entity)</i>	<u>Ministry of Women, Family and Community Development(MWFCD)</u>

Programme Period:	2003 – 2007
Programme Component:	MYFF Service Line 1.6
Project Title:	Towards Achieving at Least 30 percent participation of women at decision making levels in Malaysia
Project ID:	MAL/06/004
Project Duration:	18 Months (Jan 2007 to Jun 2008)
Management Arrangement:	National Execution

TRAC	USD150,000
Cost- Sharing	USD150,000
General Management Support Fee	USD9,000
Total Budget	<u>USD309,000</u>

On Behalf Of :	Signature :	Date :	Name / Title
Government		26/02/07	DATUK DR. SULAIMAN B. MAHBOB Director General Economic Planning Unit
UNDP		14/3/07	Richard Leete Resident Representative
Ministry of Women, Family and Community Development (MWFCD)	X	12/3/07	FAIZAH MOHD. TAHIR Secretary General Ministry of Women, Family and Community Development Malaysia

Government of Malaysia

UNITED NATIONS DEVELOPMENT PROGRAMME

Project Document

Towards Achieving at Least 30 Percent Participation of Women at Decision Making Levels in Malaysia

The project aims to strengthen the Ministry of Women, Family and Community Development's capacity to formulate and implement an Action Plan to achieve at least 30 percent participation of women at decision-making levels in Malaysia, as envisaged in the Ninth Malaysia Plan (9MP), through:

- A. Assessing and analyzing the status of women in decision making in the legislative, executive and judicial arms of the government and private sector
- B. Documenting and sharing the good practices of countries, which have achieved at least 30 percent participation of women in decision making
- C. Advocacy measures to ensure buy-in of the policies, programmes and activities of the Plan of Action

Participatory approaches through active stakeholder involvement of the public and civil society sectors are envisaged. The long-term goal is to ensure that governance reforms and institutional changes undertaken in the country will bring about the realization of gender equality, women's empowerment and the promotion of women's rights in public and political life, as envisaged in the Millennium Development Goals (MDGs) on promoting gender equality and women's empowerment by 2015.

**Kuala Lumpur
November 2006**

TABLE OF CONTENTS

Part I a.	Situational Analysis	3
Part I b.	Strategy	7
Part II.	Strategic Results Framework	10
Part III.	Management Arrangements	15
Part IV.	Monitoring and Evaluation	17
Part V.	Legal Context	19
ANNEX 1	Terms of Reference (TOR) for National Steering Committee (NSC)	22
ANNEX 2	TOR for Technical Working Committee (TWC)	24
ANNEX 3	Project Schedule	25
ANNEX 4	Project Budget	30
ANNEX 5	TOR for Lead Consultant / Research Consultant 1 - Legislative: Parliament and Political Parties	34
ANNEX 6	TOR for Administrative Coordinator	37
ANNEX 7	TOR for Research Consultant 2 - Legislative: State Legislatures, ExcOs and Local Councils – 3 States	39
ANNEX 8	TOR for Research Consultant 3 - Executive Expert: Six Ministries	40
ANNEX 9	TOR for Research Consultant 4 - Executive: Statutory Bodies and Universities	41
ANNEX 10	TOR for Research Consultant 5 - Judiciary: Civil and <i>Syariah</i>	42
ANNEX 11	TOR for Research Consultant 6 - Private Sector	43
ANNEX 12	Request for Direct Payments (Sample Form)	44
ANNEX 13	Annual Programme/Project Report (APR) (Sample Format)	45

Part Ia. Situational Analysis

Introduction

In August 2004, as a State Party committed to the 1995 Beijing Conference and Platform for Action, and the 1981 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), the Malaysian Government introduced a 30 percent policy for women at the decision making level in the public sector. This was because despite the various pronouncements made and the steps taken since 1989 to 'ensure equitable sharing in the acquisition of resources and information as well as access to opportunities and benefits of development, for men and women (1989 National Policy on Women), women's participation in decision making in both the public and private sectors remain relatively low. In addition there have also been calls by civil society, particularly from women's groups, for the government to fulfill its obligations to enhance women's participation in political and public political life (Article 7 of CEDAW).

As indicated in Malaysia's MDG Report, progress in reducing gender inequalities has been achieved in the last 24 years but Malaysia has only partially achieved Goal 3, which is to promote gender equality and empower women. Evidence on progress of women in the spheres of employment and participation in political decision making indicate that much remains to be done to maintain the momentum already generated as gender inequalities are still relatively high in the area of empowerment of women through better political representation and representation decision making positions.

Statistics provided by the Ministry of Women, Family and Community Development (2004) reveal that women are only 9.6 percent in the House of Representatives, 6.0 percent in state assemblies, 9 percent of cabinet ministers and comprise 10 percent of total members in local authority councils.¹ While they have made some headway as Senators and Parliamentary Secretaries, and indeed women's overall participation in the public sector has increased through the years – from 33 percent in 1990 to 44.7 percent in 2001 – they are mainly involved as administrative and support staff. And if they have reached some decision making positions, they are mostly at the lower rungs of the hierarchy. For example in 2000, there were 282 women (26.8 percent) out of a total of 1050 Premier Post positions, out of which 274 were in the Premier C – the lowest service group of this category (CEDAW Report, Tables 7.2 and 7.8).

More recent work-in-progress on the Malaysian Gender Gap Index, an output of the UNDP-Ministry of Women, Family and Community Development (MWFCD) project to mainstream gender provide similar evidence that although gender disparities have decreased somewhat from 1980 to 2004, gender inequalities are still relatively high in the area of empowerment of women through political representation and

¹ More data can be gleaned from the statistics compiled by the Ministry as well as the Government CEDAW Report submitted in April 2004.

representation in decision making positions. It is the realization that much remains on the agenda that the government sees the need, at this point in time, to account for the current situation and to understand the factors which impede women's access to key decision making positions as well as to create the opportunities and interventions needed to achieve the government's goal of realizing at least 30 percent of women in such places. As noted by the CEDAW report, to date, there has been no detailed study conducted on the obstacles leading to the paucity of women in this arena.

Women in Power and Decision Making: the Right to Participate

The Beijing Platform for Action (BPFA) as well as CEDAW stressed the importance and right of women to participate in political and public life. In the seventh critical area of concern, the BPFA document urges governments to:

- Ensure women's equal access to and full participation in power structures and decision making in government bodies and public administration entities, and
- Increase women's capacity to participate in these arenas.

The Malaysian government recognized this area of concern in the 1989 National Policy on Women which states 'that all forms of adverse discrimination on the basis of gender be eliminated in all matters of decision making and subsequent action'. Furthermore in August 2001 the government amended Article 8(2) of the Federal Constitution, adding gender to the prohibited grounds of discrimination, together with religion, race, descent and place of birth.

But despite many efforts at gender mainstreaming through the years, except for a few countries such as South Africa, the Republic of Korea, and the Scandinavian countries, women are still not sufficiently represented in the seats of power. What have been the barriers to such participation within organizations and organizational hierarchies?

Understanding Gender and Organizations

Sweetman (1997:3) develops an analytical framework to examine the issue of gender in the context of development organizations. She emphasizes that it is important to consider 'three interdependent elements: the substantive (laws or organizational policies); the structural (processes and mechanisms to enforce the substantive level); and the cultural (beliefs and attitudes held by wider society, including the women and men who work in the organization').²

What is useful for this study is that although gender policies are in place, they tend to 'evaporate' at the structural level of organizations, which are the procedures, activities and regulations, which translate an organization's purpose into outcomes. An important reason for this 'evaporation' is the cultural element, comprising the

² Sweetman, Caroline (1997) 'Editorial', *Gender and Development*, Vol. 5, No. 1 February.

beliefs and attitudes of the individuals involved in the work, particularly those who have the power to facilitate or impede institutional change.

Women's Participation: Barriers and Opportunities

Various studies have pointed out the impediments and obstacles facing women who wish to participate or who are already participating in public and political life, including in management positions in the private sector. These include lack of management or line experience, lack of mentoring and role models for women at the highest levels, exclusion from informal networks and channels of communication where important information or organizational policies and decision making is shared, and stereotyping and preconceptions of women's roles and abilities, commitment and leadership style.³

Researchers also looked at the barriers faced by new policy advocates. New policies linked with gender are likely to face even greater obstacles. In her study of greater women and gender in institutions, Staudt (1998) emphasized three reasons underlying the daunting challenges faced by new gender advocates, viz. staff demographics, the dynamics of representation and the institutionalization of male interests in states and bureaucracies.⁴ Women who want to enter electoral politics face similar obstacles.

In this context it would be useful to learn from the experiences of other organizations and countries, which have instituted such changes. While the Nordic countries have taken the lead here, within the Asia Pacific region, countries like India, Pakistan, Bangladesh, Australia and the Republic of Korea have instituted and/or legislated changes, such as the quota system to actualize women's participation in decision making.⁵ This would be in line with General Recommendation 25 in CEDAW, which argues for Temporary Special Measures to be put in place to accelerate the realization of substantive equality for women. It would be useful to examine in more detail the experiences of countries where the 30 percent quota has been achieved, if not exceeded.

³ International Labour Office (2004) *Breaking through the Glass Ceiling: Women in Management*, Geneva. (update of original by Linda Wirth)

⁴ Staudt, Kathleen (1998) *Policy, Politics and Gender*, West Hartford: Kumarian Press.

⁵ In 2003, women were 46 percent of MPs in the Swedish parliament. However the use of the quota system is still being debated. See Rai, Shirin, Parpart, Jane and Staudt, Kathleen.(eds.) (2002) 'Political Representation, Democratic Institutions and Women's Empowerment: The Quota Debate in India' *Rethinking Empowerment: Gender and Development in a Global/Local World*, London.

Conclusion

In the 9MP the Government reiterated its commitment to the policy it announced in 2004 to implement the quota of at least 30 per cent of decision making positions in the public sector to women. This project aims to assist the Ministry of Women, Family and Community Development (MWFCD) to analyze the (1) current status of women in decision making in Malaysia, in both the public and private sectors, in order to arrive at a Plan of Action to ensure at least 30 percent participation of women at decision making structures and processes in the country. In order to do this it is necessary (2) to understand and analyze the barriers towards their participation so as to point to the (3) various opportunities and interventions available to realize this goal. In this way, the project hopes to strengthen the capacity of the Malaysian Government and of the MWFCD to move forward in its efforts towards gender mainstreaming as part of its commitment to CEDAW as well as in achieving its own National Policy on Women.

Part1b. Strategy

Building on the provision of gender equality in the Federal Constitution and furthering the goal of realizing at least 30 percent participation of women in decision making levels in Malaysia, the project will support the Government of Malaysia in the formulation of a Plan of Action to promote women's participation in public and political life, particularly the implementation of the 30 percent policy in the public sector. The project will also look at the status of women in decision making positions in the private sector and assist the Government of Malaysia in formulating strategies to promote greater participation of women in senior management positions of companies. The long-term goal is to ensure that governance reforms and institutional changes undertaken in the country will bring about the realization of gender equality, women's empowerment and the promotion of women's political rights.

Project interventions will be aimed at:

- A. Assessing and analyzing the status of women in decision making in the legislative, executive and judicial arms of the government and the private sector,
- B. Documenting and sharing the best practices of countries which have achieved this goal, and
- C. Advocacy measures to ensure buy-in of the policies, programmes and activities of the Plan of Action.

The strategies proposed in this project will guide the Malaysian Government in formulating a Plan of Action to address the paucity of women's representation in decision making in the public and private sectors. This will be done through:

A. Study on the status of women in decision making positions

The objectives of this project component are:

1. To take stock and analyze the current status of women in decision making in the legislative, executive and judicial branches of the government and the private sector;
2. To examine and identify the internal and external barriers, as well as the internal organizational strengths and weaknesses which will work to either hinder or facilitate the promotion of women in decision making in the public sector and private sector; and
3. To arrive at a Plan of Action to implement at least 30 percent participation of women in decision making levels in the public and private sectors.

Outputs targets:

- Research design, including literature review, conceptual framework and criteria for selection of comprehensive and representative case studies, to be undertaken by consultants, that will provide inputs for policy analysis. Representative case studies will cover parliament and political parties, state legislatures, excos and local councils, ministries, statutory bodies and universities, civil and *syariah* courts and private sector companies in the services, manufacturing and construction sectors. An analysis of unpublished data on women's position in the labour force will also be undertaken.
- Inception workshop on research design completed
- Consolidated report of the status of women in decision making positions in the legislative, executive and judicial arms of government and private sector completed
- Plan of Action to achieve and implement at least 30 percent participation of women in decision making in the public and private sectors will draw on and incorporate views and recommendations of consultations/dialogues with stakeholders, findings of the case studies, conclusions of the National Workshops on best practices and Draft Action Plan involving multi-stakeholders across sectors

B. Documentation and Dissemination of Good Practices

The objective of this project component is to expose relevant stakeholders in Malaysia to the experiences of at least five countries, which have realized the target of at least 30 percent participation of women in decision making positions.

A two-day workshop with international speakers will be organized to share country experiences. Countries will be selected following the preparation of a report outlining good practices of selected countries including the Republic of Korea, South Africa, Sweden and Australia. A maximum of two persons from each country (from policy circles and from civil society or academia) will be invited to present their country experiences, including the challenges and opportunities encountered in implementing the 30 percent policy. The learning experiences will serve as input into formulating the proposed Plan of Action to implement the 30 percent policy in Malaysia.

Output Targets

- Report of Summary of good practices of selected countries completed
- Report on Proceedings of National workshop convened to share and discuss good practices completed

C. Advocacy measures to ensure buy-in of the policies, programmes and activities of the Plan of Action.

This component of the project aims to ensure that various stakeholders discuss and engage with the proposed Plan of Action. These consultations including with the Public Services Department/Commission, Joint Action Group on Gender Equality, Malaysian Employers Federation, Bar Council, Parliament Gender Caucus, NCWO, academia will be organized by the Lead Consultant (LC) and project team in consultation with MWFC and UNDP.

Consultations will take place at the Inception Workshop on Research Design, Workshop on Best Practices, National Multi-stakeholder Workshop to discuss the draft Plan of Action and various dialogues/consultations that will be organized to discuss specific sectoral issues, strategies and recommendations. These workshops, dialogues/consultations are aimed at gathering feedback from various stakeholders and to discuss the results of the case studies and views of key stakeholders in government, private sector and civil society, and draft the Action Plan that will contain comprehensive recommendations to formulate as well as to implement the policy of realizing 30 percent participation of women in the public and private sectors.

It is envisioned that after inclusive consultations, stakeholders will own, adopt, implement and monitor the government's commitment to ensure at least 30 percent participation of women in the decision making processes and structures in the public and private sectors.

After approval by Cabinet, the Plan of Action will be published in an advocacy document to be launched nationally. This will allow for dissemination of policies, structure, processes, time frames and monitoring indicators and mechanisms to all stakeholders.

Output Targets:

- Draft Plan of Action prepared and finalized after consultations/dialogues and a two day multi-stakeholder/multi sectoral National Workshop; Finalized Plan of Action presented to MWFC for submission and endorsement by Cabinet
- Advocacy publication prepared and launched nationally

Part II. Strategic Results Framework

Intended Outcome as stated in the Country Results Framework: Policy statements and strategies incorporate gender equality as a specific objective in line with Goal 3 of the Millennium Development Goals to promote gender equality and empower women				
Outcome indicator: Government policy statements and national action plans include targets for improvements in the status of women (e.g., development plan, budget, environmental management plan and emergency strategy, local government plans Baseline: 30% of women participation in decision-making roles not achieved End target: Plan of Action to implement policy to achieve at least 30% women participation in decision-making roles by a given target date				
Drivers of development effectiveness:				Project Duration
∴ National Capacity Development – Yes	∴ Promotion of National Ownership – Yes			
∴ Policy Influence – Yes	∴ Gender Equality Promotion – Yes			18 Months
Partnership Strategy Executing Agency is Ministry of Women, Family & Community Development (MWFCD)				
Project Title: Towards Achieving at Least 30 percent Participation of Women at Decision Making Levels in Malaysia				
Intended Outputs	Output Targets	Indicative Activities	Performance Indicators	Inputs
1. Plan of Action to implement at least 30 percent participation of women in decision making levels in the public and private sectors developed	1.1 Research design, including literature review, conceptual framework, and criteria for case studies, respondent selection discussed and completed. Case studies by consultants;	1.1.1 Literature review on gender and organizational change, with a focus on decision making	Literature review on gender and organizational change completed within one month	Lead Consultant (LC) in consultation with project team; Technical Working Group (TWG) comprising of MWFCD, UNDP and stakeholders
		1.1.2 Conceptual framework and research design for the proposed case studies to be undertaken by consultants drawn up	Conceptual framework and research design developed, discussed and finalized within six weeks	LC and TWG

		1.1.3 Mapping the past and current status of women in decision making positions including by employment categories, recruitment and promotion in general, and in decision making positions in particular, including criteria for selection and performance indicators	Past and current status of women in decision making positions mapped for past 10 years in (i) legislative, (ii) executive (iii) judicial and (iv) private sector completed within eight weeks	LC
		1.1.4 Criteria for selection of case studies drafted. Representative case studies will cover six Ministries, three states and three corporations	Presentation of criteria for selection of case studies (and respondents) to be conducted in the legislative, executive, judiciary and private sector one week after mapping exercise	LC and TWG
		1.1.5 Prototype semi-structured questions for in-depth interviews and draft guidelines for the case study reports developed	i. Semi-structured questionnaires developed and discussed two weeks from (1.1.2).	LC and TWG
			ii. Draft guidelines prepared and discussed two weeks from (1.1.2)	

		1.1.6 Questions developed and discussions convened with specific stakeholders and organizations in various sectors to gauge the attitudes/perceptions of a selected sample in the legislature, executive, judiciary, private sector companies and in civil society towards women's participation in decision making	<p>i. Questions developed and sectoral groups and organizations selected</p> <p>ii. Discussions with identified groups completed</p>	LC and TWG
	1.2 Inception workshop on research design conducted.	1.2.1 Workshop to discuss, review and finalize the framework, methodology, time frame, procedures and guidelines for case study reports with stakeholders	Conceptual framework, research design, methodology and guidelines discussed and finalized by week 10	LC, AC and TWG
	1.3 Consolidated report of the status of women in decision making in the public sector	<p>1.3.1 Six case studies will be prepared with recommendations and strategies to achieve the 30 percent policy for women in the following groups:</p> <ul style="list-style-type: none"> • Parliament and political parties • State legislatures, ExcOs and local councils (3 states) • Six Ministries • Statutory bodies and 	Six case study reports completed and submitted within six months of the Inception Workshop	LC and TWG

		<ul style="list-style-type: none"> • universities • Judiciary (civil and <i>Syariah</i>) • Private sector (3 subsectors) 		
		1.3.2 Focus Group Discussions with key respondents in civil society, women's groups, unions, and other relevant bodies and individuals on strategies to achieve 30 percent participation of women in decision making	Report of interviews completed three months after the Inception Workshop	LC, AC
		1.3.3 Integrated reports prepared for legislative, executive and judicial branches of government and private sector. Report on in-depth interviews reported	Integrated reports submitted and discussed	LC and TWG
	1.4 Plan of Action to achieve and implement at least 30 percent participation for women	1.4.1 Consolidated report and Plan of Action prepared and finalized and discussed with stakeholders by month 16	Draft Plan of Action discussed and agreed to by stakeholders	LC and TWG
2. Document and Disseminate Good Practices	2.1 Report of summary of good practices of selected five countries completed	2.1.1 Criteria developed to select five countries which have realized at least 30 percent representation of women in public and political life, including the private sector	Criteria finalized by the month 4 of the project, report completed and workshop organized	LC and TWG

	2.2 Report on proceedings of the national workshop to share best practices	2.2.1 Workshop convened to discuss report of best practices and consult with stakeholders on best practices that can be adopted/adapted	Report completed, discussed and tabled to TWG, Steering Committee as input for Plan of Action	LC, project team, TWG and National Steering Committee (NSC)
3. Finalized Plan of Action presented to MWFCO for consideration of Cabinet and Advocacy Publication launched	3.1. Draft Plan of Action prepared and finalized after consultations, dialogues and a two day multi-stakeholder/multi sectoral National Workshop; Finalized Plan of Action presented to MWFCO for submission and endorsement by Cabinet	3.1.1 A two-day national level workshop organized to discuss the findings of the case studies and reports on in-depth discussions held with specific groups of stakeholders as well as proceedings of workshop on best practices	i. Workshop organized by the sixteenth month of the project.	LC, project team, TWG and NSC
			ii. Summary of recommendations and strategies to formulate and implement the policy of realizing 30 percent participation of women in the public sector	
	3.2. Advocacy publication launched nationally	3.2.1 Prepare for publication a short advocacy report on the Plan of Action	Advocacy document completed, published and launched	LC, TWG and NSC

Part III. Management Arrangements

The Project will be executed by the Ministry of Women, Family and Community Development (MWFCD) as per UNDP policy on national execution. The executing agency will be responsible for accomplishing the project outputs. The executing agency will coordinate the work of the project team.

The Implementing Agency, also the Ministry of Women, Family and Community Development (MWFCD), will identify the needed technical backstopping in the form of training and mentoring. UNDP will supplement the implementing agency's capacity with international experts and other links so that they could carry out the activities assigned to them. INTAN (National Institute of Public Administration) will be consulted for the use of its training facilities.

The National Steering Committee (NSC) will be chaired by MWFCD. Other members of the Steering Committee are representatives of other partners for the project (see Annex 1 for NSC TOR). The NSC will approve the project work plan and review, on a quarterly basis, the progress of the project.

A Lead Consultant (LC) will be recruited to lead the research activities of the project (see Annex 5 for LC TOR). (S)He will report directly to the National Project Director (MWFCD's Undersecretary, Policy Division) which will provide the needed technical and administrative support. An Administrative Coordinator (AC) will be recruited to assist the LC to manage and coordinate the implementation of the project. The project components will be assigned appropriate partners from the NSC. Experts will also be recruited to ensure the smooth implementation of the project.

Using the approved project document and work plan as guide, the NSC will assess if the activities were implemented on time and at reasonable costs, and analyze the facilitating and constraining factors in order to improve project performance. It will also look into whether or not the expected outputs and results are likely to be achieved, and implement measures to ensure project success.

At the end of the project, a project summation meeting will be convened to summarize outputs and results, surface lessons and to define future strategies and actions.

The stakeholders in the NSC will do the following:

IMPLEMENTING AGENCY

- Managing the resources allocated to the project to achieve the expected results and planning financial disbursements, in accordance with the work plan, and the project document;
- Maintaining an up-to-date accounting system that contains records and controls to ensure the accuracy and reliability of financial information and reporting;

- Recording the receipt and disbursement of UNDP funds and verifying that disbursements do not exceed the available funds or the amount allocated to each approved budgetary category;
- Reports to be submitted to the executing agency and UNDP every quarter.

Further details on requirements and procedures on the management of funds relating to National Execution are attached as an **Annex**.

UNDP

- The UNDP resident representative ensures that the UNDP country office 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 executing/implementing agency will forward to the UNDP a standard form "Request for direct payment", duly completed and signed. The standard form is attached in the **Annex**.
- In addition, UNDP may provide the following services (as per the letter of agreement between Government and UNDP):
 - (a) Identification and recruitment of project personnel;
 - (b) Identification of training activities and assistance in carrying them out; and
 - (c) Procurement of goods and services.

Since UNDP will meet the costs of normal administrative support to the project, costs will be debited to the project.

- UNDP will submit to the Government executing/implementing agency on a quarterly basis the Combined Delivery Report (CDR) which records all disbursements made under the project, for verification and certification. The CDR should be returned to the UNDP office within 30 days of receipt.

Part IV. Monitoring and Evaluation

Annual Review

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

Provision of Financial Resources and Monitoring their Use

Based on the approved work plan, UNDP will provide the required financial resources to the Implementing Partner to carry out the project activities during the annual cycle. Financial resources will be made available through direct payments. In this project, the UNDP focal point, will work closely with EPU to monitor the use of the financial resources. The UNDP focal point is accountable for

1. Managing UNDP's resources to achieve the expected results specified in the Project Document and approved work plan; and
2. Maintaining an up to date accounting system to ensure accuracy and reliability of financial reporting.

At the end of a quarter/year UNDP prepares a Combined Delivery Report (CDR) as an input to the review of financial resources. The Implementing Partner, i.e. MWFCO 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 Steering Committee, and an updated and signed Annual Work Plan (AWP). UNDP will track all justifications within Atlas. However, changes to a the project that do not affect the scope(outputs), completion date or total estimated cost do not require a revision approved by the Steering Committee provided that the redeployment of resources is within the project framework and its financing arrangements.

Procurement

Any procurement actions carried out by UNDP for the project implementation are required to follow the policies and procedures outlined in the UNDP Procurement User Guide.

Audit Requirements

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

1. The financial regulations, rules, practices and procedures prescribed for the project;
2. The project document and work plans, including activities, management and the project implementation arrangements, monitoring, evaluation, and reporting provisions; and
3. The requirements for execution in the areas of management, administration and finance.

While the Government is responsible for ensuring that the audit requirements are met, the project may be subject to audit by the auditors of UNDP, and UNDP shall have right of access to the relevant records.

The Government's own auditors i.e. the Auditor-General's Office will conduct the audit. The Government must ensure that the audit is performed in accordance with the generally accepted standards and ensure that the audit report is duly reviewed and will reach UNDP Headquarters via the UNDP Malaysia office by 30 April of each year.

Monitoring and Documentation

As part of the monitoring process, four reports should be produced by the consultants as follows:

1. *Conceptual Framework and Research Design(30 copies)*

To be discussed and finalized in the 10th week and is expected to include research design, methodology and guidelines for case study selection.

2. *Consolidated Report of the status of women in decision making positions (30 copies)*

The consolidated report shall be submitted within 6 months of the Inception Workshop.

3. Report on the Proceedings of the National Workshop on Sharing Best Practices

This report is to be completed after the national workshop convened.

4. Plan of Action (30 copies)

This report will be completed at the end of the project and to be submitted to the National Steering Committee for review and approval.

Part V. Legal Context

This project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document. The Supplemental Provisions to the Project Document is a standard annex to project documents that is used in countries which are not parties to the Standard Basic Assistance Agreement (SBAA). The Supplemental Provisions outlines the specific basic conditions under which UNDP assists the Government in carrying its development programmes. It specifies the UNDP privileges and immunities, the forms of assistance, the management arrangements, the role of the Government and the executing agency, resources, costs and general provisions. The host country-implementing agency shall for the purpose of the Supplemental Provisions to the Project Document, refer to the Government Cooperating agency described in the Supplemental Provisions.

All activities stipulated in the Project Document shall be implemented accordingly. However, should there be a need to make changes/modifications to any of the agreed activities; all signatories of the Project Document must concur, before such changes are made.

The following types of revisions may be made to this project document with the signature of the UNDP principal project representative and the Government of Malaysia, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

1. Revisions in, or addition of, any of the annexes of the project document [with the exception of the Standard Legal Text for non-SBAA countries which may not be altered and the agreement to which is a pre-condition for UNDP assistance].
2. Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
3. Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or to take into account agency expenditure flexibility."

Confidentiality

The Parties shall undertake that neither Party shall disclose or distribute any confidential information, documents or data received or supplied to the other Party in the course of the implementation of this Project Document and any other agreements made pursuant to this Project Document, to any third party except to the extent as authorized in writing to do so by the other Party.

Both the Parties agree that the provisions of this Article shall continue to be binding between the Parties notwithstanding the expiry or termination of this Project Document.

Suspension

Each Party reserves the right for reasons of national security, national interest, public order or public health to suspend temporarily, either in whole or in part, the implementation of this Project Document which suspension shall take effect immediately after notification has been given to the other Party in writing.

Revision, Modification and Amendment

Any Party may request in writing a revision, modification or amendment of all or any part of this Project Document. Any revision, modification or amendment agreed to by the Parties shall be reduced into writing and shall form part of this Project Document. Such revision, modification or amendment shall come into force on such date as may be determined by the Parties. Any revision, modification or amendment shall not prejudice the rights and obligations arising from or based on this a Project Document prior or up to the date of such revision, modification or amendment.

Arbitration

Any dispute, which cannot be resolved amicably, shall be settled by arbitration in accordance with the Arbitration Act 1952 [Act 93] and the rules of arbitration as adopted by the Regional Centre for Arbitration at Kuala Lumpur.

The number of arbitrators shall be three (3), with one (1) arbitrator to be appointed by UNDP and one (1) arbitrator by the Government and the third to be agreed between the two (2) nominated arbitrators. If the two (2) arbitrators fails to agree on the person to be nominated, on the application of either Party hereto the same shall be appointed by the Director of the Regional Centre of Arbitration in Kuala Lumpur.

Any such reference to arbitration shall be deemed to be a submission to arbitration within the meaning of the Arbitration Act 1952.

The decision of the panel of arbitrators shall be final and binding on both Parties. The arbitrator shall have the power to order specific performance of any obligation under this Project Document.

Entry into Force, Duration and Termination

This Project Document shall enter into force on the Starting Date and shall remain in force until the Completion Date unless one of the Parties notify the other Party of its intention to terminate this Project Document by a notice in writing, at least six (6) months prior to the date of the intended termination.

The termination of the Project Document shall not affect the implementation of on going activities/programmes which have been agreed upon prior to the date of the termination of this Project Document.

Protection of Intellectual Property Rights

The protection of intellectual property rights shall be enforced in conformity with the national laws and regulations of Malaysia and with other international agreements signed by the Parties.

The use of the name, logo and/or official emblem of any of the Parties on any publication, document and/or paper is prohibited without the prior written approval of Party concerned.

Notwithstanding anything in paragraph 1 above, the intellectual property rights in respect of any technological development, products and services development, carried out:

1. Jointly by the Parties or the research results obtained through the joint effort of the Parties, shall be owned by the Parties in accordance with the terms to be mutually agreed upon; or
2. Solely and separately by the Party or the research results obtained through the sole and separate effort of the Party, shall be solely owned by the Party concerned.

Annex 1

Terms of Reference National Steering Committee (NSC)

The National Steering Committee (NSC) will monitor the conduct of the project and provide guidance and direction to the project team at the strategic level. The National Steering Committee will be established with the following composition and will meet at least twice a year and as and when the need arises.

The Secretary General or Under Secretary of the Policy Division of the MWFCDC or someone assigned by the SG will chair the committee. The secretariat services will be provided by the implementing agency (MWFCDC). The committee members include the UNDP Resident Representative, relevant Government agencies and cooperating organizations/institutions, which have a direct bearing on the successful implementation of the project.

Duties and Responsibilities

NSC shall be responsible for the following functions:

- Setting policies defining the functions, responsibilities and delegation of powers for the local implementing agency;
- Facilitating the coordination and implementation of project activities across institutions;
- Reviewing the project activities, and their adherence to the work plan set forth in the project document and approve any modifications/revisions as may be necessary;
- Reviewing and approving on each year's proposed work plan and budget;
- Approving major project deliverables;
- Making decisions on the issues brought to its notice by UNDP and other cooperating institutions, and advise regarding efficient and timely execution of the project;
- Reviewing issues raised and agreeing to action plans for their resolutions;
- Appointing sub-committees to carry out specific tasks; and,
- Initiating remedial action to remove impediments in the progress of the project activities that were not envisaged earlier.
- Monitoring the continued applicability of project benefits; and,
- Approving requests for changes (e.g. scope changes, schedule alterations, personnel).
- Review progress report on a quarterly basis

Membership

The Committee will comprise main stakeholders as follows:

- MWFCO (as the chair);
- Economic Planning Unit (EPU) of the Prime Minister's Department;
- State government and local council representatives;
- Representative from gender caucus in Parliament;
- Civil Society Organisations including non-governmental organizations (NGOs); Academic and research institutions; private sector organizations; and,
- UNDP

TERMS OF REFERENCE Technical Working Committee (TWC)

A national level Technical Working Committee (TWC) will be established to assist the National Steering Committee (NSC) in monitoring and controlling the technical implementation of the project and the activities. The TWC will act as the technical advisors to the NSC, and ensure that the project work will link into State and Federal planning processes.

The tentative members of the TWC are as follows. This will be confirmed in the first National Steering Committee meeting.

MWFCD	Civil Society Organisations including Academia
Economic Planning Unit (EPU)	Department of Statistics, Malaysia
UNDP	Private sector organisations
State government and local council representatives	Representative from gender caucus in Parliament

Responsibilities of the TWC include:

1. Reporting to the NSC on the technical progress of the Project and research activities in the project area;
2. Advising the NSC on the technical aspects of the implementation of the project;
3. Reviewing and reconciling all relevant technical reports and information produced by the project; and
4. Ensuring that the research remains relevant to State and National planning processes.

PROJECT BUDGET

Towards Achieving at Least 30 Percent Participation of Women at Decision Making Levels in Malaysia 2007 - 2008							
ATLAS Codes	Description	Amount		Year			
		Total Budget		2007		2008	
	Description	US Dollars	Ringgit	USD	RM	USD	RM
	<i>Activity 1 - Project Personnel</i>						
71200	International Consultants						
71205	International Speakers on Sharing Best Practices	\$15,000.00	\$54,900.00	\$7,500.00	\$27,450.00	\$7,500.00	\$27,450.00
	SUBTOTAL	\$15,000.00	\$54,900.00	\$7,500.00	\$27,450.00	\$7,500.00	\$27,450.00
71300	Local Consultants						
71305	Consultant 1 - Lead Consultant/ Parliament & Political Parties	\$38,000.00	\$139,080.00	\$19,000.00	\$69,540.00	\$19,000.00	\$69,540.00
	Consultant 2 State Legislatures Expert Excocs & Local Councils - 3 states	\$22,000.00	\$80,520.00	\$11,000.00	\$40,260.00	\$11,000.00	\$40,260.00
	Consultant 3 Expert to cover 6 Ministries	\$22,000.00	\$80,520.00	\$11,000.00	\$40,260.00	\$11,000.00	\$40,260.00
	Consultant 4 Statutory Bodies & Universities	\$18,000.00	\$65,880.00	\$9,000.00	\$32,940.00	\$9,000.00	\$32,940.00

PROJECT BUDGET

ATLAS Codes	Description	Amount		Year			
		Total Budget		2007		2008	
	Description	US Dollars	Ringgit	USD	RM	USD	RM
	<i>Activity 1 - Project Personnel (Cont'd)</i>						
71305	Consultant 5 Judiciary (Civil & Syariah)	\$18,000.00	\$65,880.00	\$9,000.00	\$32,940.00	\$9,000.00	\$32,940.00
	Consultant 6 Private Sector	\$22,000.00	\$80,520.00	\$11,000.00	\$40,260.00	\$11,000.00	\$40,260.00
	SUBTOTAL	\$140,000.00	\$512,400.00	\$70,000.00	\$256,200.00	\$70,000.00	\$256,200.00
71400							
71400	Personnel - Contractual Services						
71405	Service Contracts - Individuals						
	Administrative Coordinator	\$30,000.00	\$109,800.00	\$15,000.00	\$54,900.00	\$15,000.00	\$54,900.00

PROJECT BUDGET

ATLAS Codes	Description	Amount		Year			
		Total Budget		2007		2008	
	Description	US Dollars	Ringgit	USD	RM	USD	RM
74500	Miscellaneous Costs						
74525	Sundry - Contingencies	\$2,000.00	\$7,320.00	\$1,000.00	\$3,660.00	\$1,000.00	\$3,660.00
	SUBTOTAL	\$2,000.00	\$7,320.00	\$1,000.00	\$3,660.00	\$1,000.00	\$3,660.00
	Activity 1 - TOTAL	\$187,000.00	\$684,420.00	\$93,500.00	\$342,210.00	\$93,500.00	\$342,210.00
	Activity 2 - Travel Expenses						
71600	Travel						
71605	Travel Tickets - International	\$25,000.00	\$91,500.00	\$12,500.00	\$45,750.00	\$12,500.00	\$45,750.00
71610	Travel Tickets - Local	\$10,000.00	\$36,600.00	\$5,000.00	\$18,300.00	\$5,000.00	\$18,300.00
71615	DSA - International	\$6,000.00	\$21,960.00	\$3,000.00	\$10,980.00	\$3,000.00	\$10,980.00
71620	DSA - Local	\$5,000.00	\$18,300.00	\$2,500.00	\$9,150.00	\$2,500.00	\$9,150.00
	Activity 2 - TOTAL	\$46,000.00	\$168,360.00	\$23,000.00	\$84,180.00	\$23,000.00	\$84,180.00
	Activity 3 - Capacity Building						
74200	Audio Visual and Printing Production Cost						
74210	Printing and Publication	\$25,000.00	\$91,500.00	\$12,500.00	\$45,750.00	\$12,500.00	\$45,750.00
74220	Translation Costs (Copy Editing)	\$7,000.00	\$25,620.00	\$3,500.00	\$12,810.00	\$3,500.00	\$12,810.00
	SUBTOTAL	\$32,000.00	\$117,120.00	\$16,000.00	\$58,560.00	\$16,000.00	\$58,560.00

PROJECT BUDGET

ATLAS Codes	Description	Amount		Year			
		Total Budget		2007		2008	
	Description	US Dollars	Ringgit	USD	RM	USD	RM
74500	Miscellaneous Costs						
74525	Sundry (For Inception Workshop)	\$3,000.00	\$10,980.00	\$1,500.00	\$5,490.00	\$1,500.00	\$5,490.00
	Sundry (For National Workshop on Sharing International Best Practices)	\$6,500.00	\$23,790.00	\$3,250.00	\$11,895.00	\$3,250.00	\$11,895.00
	Sundry (For Multi Stakeholders' Workshop)	\$6,500.00	\$23,790.00	\$3,250.00	\$11,895.00	\$3,250.00	\$11,895.00
	Sundry (For Launch Event - Plan of Action)	\$8,500.00	\$31,110.00	\$4,250.00	\$15,555.00	\$4,250.00	\$15,555.00
	Other Misc. Expenses - Backdrops, Programme Booklets, Seminar Bags etc	\$5,000.00	\$18,300.00	\$2,500.00	\$9,150.00	\$2,500.00	\$9,150.00
	Focus Group Discussions	\$5,500.00	\$20,130.00	\$2,750.00	\$10,065.00	\$2,750.00	\$10,065.00
	<i>SUBTOTAL</i>	<i>\$35,000.00</i>	<i>\$128,100.00</i>	<i>\$17,500.00</i>	<i>\$64,050.00</i>	<i>\$17,500.00</i>	<i>\$64,050.00</i>
	<i>Activity 3 - TOTAL</i>	<i>\$67,000.00</i>	<i>\$245,220.00</i>	<i>\$33,500.00</i>	<i>\$122,610.00</i>	<i>\$33,500.00</i>	<i>\$122,610.00</i>
75100	GMS						
75110	Country Office Support Cost	\$9,000.00	\$32,940.00	\$4,500.00	\$16,470.00	\$4,500.00	\$16,470.00
	<i>SUBTOTAL</i>	<i>\$9,000.00</i>	<i>\$32,940.00</i>	<i>\$4,500.00</i>	<i>\$16,470.00</i>	<i>\$4,500.00</i>	<i>\$16,470.00</i>
	TOTAL	\$309,000.00	\$1,130,940.00	\$154,500.00	\$565,470.00	\$154,500.00	\$565,470.00

Assume using TRAC funds -	USD	\$150,000.00	
Cost Sharing funds -	USD	\$150,000.00	}
Country Office Support Cost -	USD	\$9,000.00	}
Total Cost Sharing Portion -		159,000.00	

Annex 5

**Terms of Reference
Lead Consultant / Research Consultant 1
(Legislative: Parliament and Political Parties)**

The Lead Consultant (LC) will lead, manage and coordinate all project-related tasks/activities in ensuring quality and timeliness of activities and outputs. S/he will manage a team of consultants and the Administrative Coordinator in ensuring the successful and effective implementation of the project. The LC will, concurrently, research into women and decision making in the legislative branch of government.

The specific tasks of the LC are:

A. Project implementation planning and reporting:

1. Finalize the project work plan and budget
2. Present the work and financial plan to the National Steering Committee (NSC) for approval, and thereafter proceed with implementation
3. Prepare brief quarterly progress reports to be submitted to the NSC
4. Update work and financial plan at the end of each quarter and be present at quarterly NSC meetings
5. Prepare three output-outcome oriented reports of progress on the 6th, 12th and 18th month of implementation.
6. Prepare outcome- and output-oriented end-of project report, and its publication, if necessary.

B. Project implementation and monitoring

1. Undertake the tasks outlined in the strategic results framework which include:
 - a. Reviewing the existing literature on women and decision making
 - b. Mapping the past and current status of women in decision making in the public and private sectors
 - c. Developing the research design, methodology, research questions and draft guidelines for the case studies
 - d. Interviewing key stakeholders on strategies to achieve 30 percent participation of women in decision making
 - e. Organizing and convening the various workshops/focus group discussions to ensure successful delivery and ownership of Plan of Action by various stakeholders
 - f. Finalize the various reports and Plan of Action for submission to the Government

2. Manage, monitor and supervise the work of consultants and researchers to ensure quality and timeliness of outputs
3. Provide advice and technical inputs to consultants/researchers, various project participants/partners

C. Specific research activities related to women in the legislature

1. Collect and analyze existing data and information on women and decision making in Parliament and political parties in Malaysia from 1995 onwards.
2. Finalize the case study research design, methodology and interview questions.
3. Undertake field research to obtain relevant data and information on women and decision making in Parliament and political parties with the objective of arriving at a Plan of Action to achieve and implement at least 30 percent participation of women in decision making in Parliament and political parties in particular, and in the public sector in general.
4. Prepare research report containing recommendations, strategies and programmes to achieve and implement at least 30 percent participation of women in decision making in Parliament and political parties.
5. Participate in the various workshops to present research findings and recommendations.
6. Finalize report based on workshop feedback and comments from AC and Technical Committee
7. Prepare a consolidated report of women and decision making in the legislative branch of the government, including the results of in-depth discussions with key stakeholders and relevant institutions in the said branch.

D. Project sustainability and institutionalization of results

1. Develop a plan for sustaining and institutionalizing results
2. Assist MWFCDC and other partners in advocating the plan

E. Others

1. Ensure measures for buy-in and ownership of MWFCDC officials and staff and of the decision makers in the legislative, executive and judicial arms of the government, private sector, women's groups and other stakeholders
2. Represent the project in national meetings and dialogues
3. Undertake any related tasks as may be assigned by the MWFCDC Sec-Gen.

Duration: 12 man months

Reports to: Undersecretary of the Policy Division of the MWFCDC

Qualifications:

1. Postgraduate Degree or equivalent in social sciences or related disciplines, particularly in Gender/Women's Studies and/or with least 10 years relevant work experience
2. Knowledge in gender and organisational analysis, capacity development and change management
3. Basic computer skills (word processing and statistical data analysis)
4. Ability to work independently with strong sense of initiative, discipline and self-motivation
5. Experience in policy/strategy development and advice will be an added advantage

Annex 6**Terms of Reference****Administrative Coordinator**

The Administrative Coordinator (AC) will assist the Lead Consultant (LC) in managing and coordinating the implementation of the project. In particular, s/he will provide programme and administrative support for the successful and effective implementation of the project.

His/her specific tasks are:

A. Project Management and Reporting:

1. Assist the LC to finalize the project work plan and budget for presentation to National Steering Committee (NSC) for approval, and thereafter with implementation;
2. Assist LC to prepare brief quarterly progress reports to be submitted to the NSC;
3. Update work and financial plan at the end of each quarter to be presented at quarterly NSC meetings; and
4. Assist the LC in the preparation of three output-outcome oriented reports of progress on the 6th, 12th and 18th month of implementation and outcome- and output-oriented end-of project report.
5. Be responsible for facilitating the production, publication and distribution of reports/manuals to UNDP and other relevant government agencies
6. Serve as the administrator for all aspects of project implementation and communication;
7. Draft and follow up on correspondence and maintain database with key contacts and resources in line ministries;
8. Provide support for workshops and training programmes;
9. Assist with the preparation of presentations, project briefs and reports; and
10. Assist in all other aspects of project management.

B. Administrative Support:

1. Handle administrative assignments on the operational aspects of the project;
2. Liaise with UNDP Malaysia on relevant matters in Human Resources, Information Technology, Finance and Common Services;
3. Draft and transmit routine correspondence;
4. Manage information flow to meet all reporting requirements;
5. Maintain files and retrieval systems;
6. Arrange appointments, meetings and travel of the Project Coordinator; and
7. Perform other duties as required.

C. Financial Management Support:

1. Handle all payments to consultants and suppliers of goods and services to the Project;
2. Ensure timely release of payments/disbursements to consultants and suppliers to the Project;
3. Responsible for tracking and monitoring the expenditure and payments to contractors of the Project;
4. Prepare financial statements on the status of expenditure on the Project components.

Duration: 18 man months

Reports to: LC, MWFC and UNDP

Qualifications:

1. Masters degree, or equivalent, in Gender/Women's Studies, Development Management, Public Administration, Social Sciences or related discipline
2. Basic computer skills (word processing and statistical data analysis)
3. At least 5 years experience in supervisory capacity in government, academia, NGO or private sector
4. Knowledge of gender and organizational analysis
5. Project administration experience will be an asset

Annex 7

**Terms of Reference
Research Consultant 2
(Legislative: State Legislatures, ExcOs and Local Councils – 3 States)**

The specific tasks of the research consultant are:

1. Collect and analyze existing data and information on women and decision making in State Legislatures, ExcOs and Local Councils in three States in Malaysia from 1995 onwards.
2. Finalize the case study research design, methodology and interview questions.
3. Undertake field research to obtain relevant data and information on women and decision making in State Legislatures, ExcOs and Local Councils in three states with the objective of arriving at a Plan of Action to achieve and implement at least 30 percent participation of women in decision making in State Legislatures, ExcOs and Local Councils in particular, and in the public sector in general.
4. Prepare research report containing recommendations, strategies and programmes to achieve and implement at least 30 percent participation of women in decision making in State Legislatures, ExcOs and Local Councils and report on in-depth discussions with key stakeholders and relevant institutions.
5. Participate in the various workshops to present research findings and recommendations.
6. Finalize report based on workshop feedback and comments from LC and Technical Committee.

Duration: 6 man months

Reports to: Lead Consultant/Admin. Coordinator

Qualifications:

1. Postgraduate Degree or equivalent in social sciences or related disciplines, particularly in Gender/Women's Studies and/or with least 5 to 10 years relevant work experience
2. Knowledge of the state legislature, excOs and local council establishments including appointment procedures
3. Basic computer skills (word processing and statistical data analysis)
4. Ability to work independently with strong sense of initiative, discipline and self-motivation
5. Experience in policy/strategy development and advice will be an added advantage

Annex 8

**Terms of Reference
Research Consultant 3
(Executive Expert: Six Ministries)**

The specific tasks of the research consultant are:

1. Collect and analyze existing data and information on women and decision making in four Ministries in Malaysia from 1995 onwards.
2. Finalize the case study research design, methodology and interview questions.
3. Undertake field research to obtain relevant data and information on women and decision making in six Ministries with the objective of arriving at a Plan of Action to achieve and implement at least 30 percent participation of women in decision making in the Executive branch in particular, and in the public sector in general.
4. Prepare research report containing recommendations, strategies and programmes to achieve and implement at least 30 percent participation of women in decision making in the Executive branch.
5. Participate in the various workshops to present research findings and recommendations.
6. Finalize report based on workshop feedback and comments from LC and Technical Committee.
8. Prepare a consolidated report of women and decision making in the executive branch of the government, including a report on the results of in-depth discussions with key stakeholders and relevant organizations including *Persatuan Pegawai Tadbir dan Diplomatik*.

Duration: 6 man months

Reports to: Lead Consultant/Admin. Coordinator

Qualifications:

1. Postgraduate Degree or equivalent in social sciences or related disciplines, particularly in Gender/Women's Studies and/or with least 5 to 10 years relevant work experience
2. In depth knowledge of administrative and diplomatic service, in particular, appointment and promotion criteria/procedures
3. Basic computer skills (word processing and statistical data analysis)
4. Ability to work independently with strong sense of initiative, discipline and self-motivation
5. Experience in policy/strategy development and advice will be an added advantage

Annex 9

**Terms of Reference
Research Consultant 4
(Executive: Statutory Bodies and Universities)**

The specific tasks of the research consultant are:

1. Collect and analyze existing data and information on women and decision making in selected statutory bodies and universities in Malaysia from 1995 onwards.
2. Finalize the case study research design, methodology and interview questions.
3. Undertake field research to obtain relevant data and information on women and decision making in selected statutory bodies and universities with the objective of arriving at a Plan of Action to achieve and implement at least 30 percent participation of women in decision making in the Executive branch in particular, and in the public sector in general.
4. Prepare research report containing recommendations, strategies and programmes to achieve and implement at least 30 percent participation of women in decision making in the Executive branch and report on results of in-depth discussions with key stakeholders and organizations.
5. Participate in the various workshops to present research findings and recommendations.
6. Finalize report based on workshop feedback and comments from LC and Technical Committee

Duration: 4 man months

Reports to: Lead Consultant/Admin. Coordinator

Qualifications:

1. Postgraduate Degree or equivalent in social sciences or related disciplines, particularly in Gender/Women's Studies and/or with least 5 to 10 years relevant work experience
2. In depth knowledge of the organisation and administration of statutory bodies and universities in particular, appointment and promotion criteria/procedures
3. Basic computer skills (word processing and statistical data analysis)
4. Ability to work independently with strong sense of initiative, discipline and self-motivation
5. Experience in policy/strategy development and advice will be an added advantage

Annex 10

**Terms of Reference
Research Consultant 5
(Judiciary: Civil and Syariah)**

The specific tasks of the research consultant are:

1. Collect and analyze existing data and information on women and decision making in the Judiciary in Malaysia from 1995 onwards.
2. Finalize the case study research design, methodology and interview questions.
3. Undertake field research to obtain relevant data and information on women and decision making in selected statutory bodies and universities with the objective of arriving at a Plan of Action to achieve and implement at least 30 percent participation of women in decision making in the Judiciary in particular, and in the public sector in general.
4. Prepare research report containing recommendations, strategies and programmes to achieve and implement at least 30 percent participation of women in decision making in the Judiciary and report on results of in-depth discussions held with key stakeholders and related organizations including the Bar Association.
5. Participate in the various workshops to present research findings and recommendations.
6. Finalize report based on workshop feedback and comments from LC and Technical Committee
7. Prepare a consolidated report of women and decision making in the judiciary, including the results of in-depth discussions with key stakeholders and relevant institutions

Duration: 4 man months

Reports to: Lead Consultant/Admin. Coordinator

Qualifications:

1. Postgraduate Degree or equivalent in social sciences, law or related disciplines, particularly in Gender/Women's Studies and/or with least 5 to 10 years relevant work experience
2. Knowledge on the administration of civil and syariah laws in Malaysia, in particular the appointment and promotion criteria/procedures
3. Basic computer skills (word processing and statistical data analysis)
4. Ability to work independently with strong sense of initiative, discipline and self-motivation
5. Experience in policy/strategy development and advice will be an added advantage

Annex 11

**Terms of Reference
Research Consultant 6
(Private Sector)**

The specific tasks of the research consultant are:

1. Collect and analyze existing data and information on women and decision making in selected private sector companies in the manufacturing, services and construction sectors in Malaysia from 1995 onwards.
2. Finalize the case study research design, methodology and interview questions.
3. Undertake field research to obtain relevant data and information on women and decision making in selected private sector companies with the objective of arriving at a Plan of Action to achieve and implement at least 30 percent participation of women in decision making in the private sector companies.
4. Prepare research report containing recommendations, strategies and programmes to achieve and implement at least 30 percent participation of women in decision making in the private sector companies as well as report on results of the in-depth discussions with key stakeholders or organizations including with Malaysian Employers Federation, Federation of Malaysian Manufacturers, Association of Banks.
5. Participate in the various workshops to present research findings and recommendations.
6. Finalize report based on workshop feedback and comments from LC and Technical Committee
7. Prepare a consolidated report of women and decision making in the private sector, including the results of in-depth discussions with key stakeholders and relevant institutions

Duration: 6 man months

Reports to: Lead Consultant/Admin. Coordinator

Qualifications:

1. Postgraduate Degree or equivalent in social sciences or related disciplines, particularly in Gender/Women's Studies and/or with least 5 to 10 years relevant work experience
2. Knowledge of human resource administration in private sector corporations in particular, with respect to appointments and promotions
3. Basic computer skills (word processing and statistical data analysis)
4. Ability to work independently with strong sense of initiative, discipline and self-motivation
5. Experience in policy/strategy development and advice will be an added advantage

ANNUAL PROGRAMME/PROJECT REPORT (APR)**Basic programme/project information** (To be provided by programme or project management)

Programme or project number and title: _____

Designated institution: _____

Project starting date: _____

Originally planned: _____

Actual: _____

Project completion date: _____

Originally planned: _____

New: _____

Total budget (\$): _____

Original: _____

Latest signed revision: _____

Period covered by the report: _____

PART I: NUMERICAL RATING

Rate the relevance and performance of the programme or project using the following scale:

1 - Highly satisfactory

2 - Satisfactory

3 - Unsatisfactory, with some positive elements

4 - Unsatisfactory

X - Not applicable

Place your answers in the column that corresponds to your role in the programme or project.

SUBSTANTIVE FOCUS	Target group(s)	Programme or project manager	Government	UNDP
A. RELEVANCE				
1. How relevant is the programme or project to the development priorities of the country?				
2. How relevant is the programme or project to the promotion of sustainable human development? Indicate your rating on the focus area which the programme or project was designed to address. (a) Poverty eradication and sustainable livelihoods (b) Protection and regeneration of the environment (c) Gender in development (d) Promoting an enabling environment for SHD, including governance				
3. To what extent are appropriate beneficiary groups being targeted by the programme or project, based on the following considerations? (a) Gender (b) Socio-economic factors (c) Geographic location				
4. Given the objectives of the programme or project, are the appropriate institutions being assisted?				

B. PERFORMANCE				
<p>1. Using the following indicators rate the contribution of the outputs to the achievement of the immediate objectives:^{a/}</p> <p>(Indicator 1)</p> <p>(Indicator 2)</p> <p>(Indicator 3)</p>				
<p>2. Rate the production of target outputs.</p>				
<p>3. Are the management arrangements of the programme or project appropriate?</p>				
<p>4. Are programme or project resources (financial, physical and manpower) adequate in terms of:</p> <p>(a) quantity?</p> <p>(b) quality?</p>				
<p>5. Are programme or project resources being used efficiently to produce planned results?</p>				
<p>6. Is the programme or project cost-effective compared to similar interventions?</p>				

^{a/} The programme or project manager must list the indicators as reflected in the programme support document or project document or as agreed on by the stakeholders.

<p>7. Based on its work plan, how would you rate the timeliness of the programme or project in terms of:</p> <p>(a) Production of outputs and initial results?</p> <p>(b) Inputs delivery?</p>				
--	--	--	--	--

	Target group(s)	Programme or project manager	Government	UNDP
OVERALL RATING OF THE PROGRAMME OR PROJECT				

Explain the basis of your rating, which need not be limited to, or which may be different from, the relevance and performance criteria rated above. For the last year of the programme or project, the overall rating should include an assessment of the potential success of the programme or project as well as its relevance and performance.

PART II: TEXTUAL ASSESSMENT

1. What are the major achievements of the programme or project *vis-à-vis* the expected results during the year under review? To the extent possible, include an assessment of the potential impact, sustainability and contribution to capacity development.
2. What major issues and problems are affecting the achievement of programme or project results?
3. How should these issues or problems be resolved? Please explain in detail the action(s) recommended. Specify who should be responsible for such actions. Also indicate a tentative time-frame and the resources required.

4. What new developments (if any) are likely to affect the achievement of programme or project results? What do you recommend to respond to these developments?
5. What are the views of the target groups with regard to the programme or project? Please note any significant gender-based differences in those views.
6. To date, what lessons (both positive and negative) can be drawn from the experience of the programme or project?
7. If the programme or project has been evaluated, what is the implementation status of the recommendations made by the evaluators?
8. Do you propose any substantive revision to the programme or project document? If yes, what are they? State justification.
9. Provide any other information that may further support or clarify your assessment of the programme or project. You may include annexes as you deem necessary.

<p>For target groups:</p> <p>Name:</p> <p>Title:</p> <p>Signature: _____ Date: _____</p>
<p>For the programme or project management:</p> <p>Name:</p> <p>Title:</p> <p>Signature: _____ Date: _____</p>
<p>For the government:</p> <p>Name:</p> <p>Title:</p> <p>Signature: _____ Date: _____</p>
<p>For UNDP:</p> <p>Name:</p> <p>Title:</p> <p>Signature: _____ Date: _____</p>

PART III: Programme or project summary table

<i>Programme/project title and number:</i>		<i>Management arrangement:</i>	
<i>Designated institution:</i>		<i>Period covered:</i>	
OVERALL ASSESSMENT			
<i>Brief analysis of progress achieved in the contribution of the programme or project to the expected results.</i>			

FINANCIAL SUMMARY

<i>Source of funds</i>	<i>Annual budget (\$ '000)</i>	<i>Estimated annual expenditure (\$ '000)</i>	<i>Delivery rate (%)</i>
<p>TRAC (1 and 2)</p> <p>TRAC 3</p> <p>Other</p> <p>Cost-sharing:</p> <p style="padding-left: 20px;">Government</p> <p style="padding-left: 20px;">Financial institution</p> <p style="padding-left: 20px;">Thirdparty</p> <p>Trust funds</p> <p>AOS (where applicable)</p>			

SUMMARY OF RESULTS		
<i>Programme support objectives (PSOS) or immediate objectives</i>	<i>Indicators</i>	<i>Achievements</i>
<i>Obj. 1</i>		
<i>Obj. 2</i>		
<i>Obj. 3</i>		
<i>....</i>		
<i>Annual output targets</i>	<i>Achievement of outputs</i>	<i>Proposed output targets for the next year</i>
<i>Obj. 1</i>		
<i>Output 01</i> <i>Output 02</i> <i>Output 03</i> ...		

<i>Annual output targets</i>	<i>Achievement of outputs</i>	<i>Proposed output targets for the next year</i>
<i>Obj. 2</i>		
<i>Output 01</i> <i>Output 02</i> <i>Output 03</i> ...		