

UNITED NATIONS DEVELOPMENT PROGRAMME
Project Document

CAPACITY BUILDING ON GENDER MAINSTREAMING

For the

Ministry of Women, Family and Community Development (MWFCD)

(Kementerian Pembangunan Wanita Keluarga dan Masyarakat (KPWKM))

And

Selected Ministries

Government of Malaysia

July 2004 – December 2005

The project aims to enhance capacity of the MWFCD and other key government agencies in the area of gender mainstreaming. In addition, this project will address issues relating to the monitoring and reporting needs of the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) Committee and the development of the Gender-related Development Index, which is an important tool for institutionalizing the mainstreaming of gender issues in socio-economic policies and development planning. The project will build on the policies, programmes and activities of the Government of Malaysia for gender equality and women's advancement. The expected effects and outcomes of the project should be manifested in three spheres i.e. national policy, organizational capacity and development statistics.

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Part Ia. Situational Analysis

A. Gender mainstreaming policy and institutional mechanism

1. In December 1989, the Malaysian Government approved the National Policy on Women. It was based on the principle that men and women should enjoy gender equality and be the agents and beneficiaries of development. Civil society and Government led advocacy activities that resulted in the formulation and adoption of the policy.¹ Its objectives are:
 - a) 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; and
 - b) To integrate women in all sectors of national development in line with their abilities and needs in order to improve the quality of life, eradicate poverty, abolish ignorance and illiteracy and ensure a peaceful and prosperous nation.²
2. Following its adoption, the Economic Planning Unit (EPU), prepared a chapter on Women and Development in the Sixth Malaysia Plan, 1990-1995. The Seventh and Eighth Malaysia Plans continued the practice of including a chapter on women. The Policy Objectives and Framework of the current plan recognized that women, who account for 49.5 percent of the population, constitute an important pool of human resource that can contribute to the nation's development objectives. It declared, "Efforts will also be undertaken to further integrate and provide access for women to reach their full potential as equal partners in development."³
3. Another important policy is The *Plan of Action for the Advancement of Women*, which the Government prepared in line with its commitment at the Fourth World Conference on Women in Beijing in 1995. It had the additional feature of the *Action Plan for the Development of Women According to Sectors*, which identified agencies and ministries responsible for each of the actions.
4. In line with the *The Plan of Action* and with the *Eighth Malaysia Plan for 2001-2005*, the Government established the Ministry of Women and Family Development in 2001, which later came to be known as the Ministry of Women, Family and Community Development in 2004. It is responsible, among others, for the integration of women in the national development process through planning, formulation and coordination of policies in addition to monitoring, evaluating and providing feedback to the Government.
5. As a new Ministry, MWFCD needs to develop capacity to carry out its fresh mandate to coordinate the mainstreaming of gender issues in government policies, programmes and services. It also needs to define its strategy for gender mainstreaming. Its officials and staff view the upcoming round of planning for the Ninth Malaysia Plan as a timely opportunity to mainstream gender concerns. They decided to seek UNDP assistance for a project that will support efforts to develop tools and skills in gender mainstreaming among the staff and officials of the Ministry and key partner ministries and agencies.

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¹ Shanthi Dairiam (2003). *The National Policy on Women*. 19 August 2003, p. 2.

² Ministry of Women and Family Development (2003). *The Progress of Malaysian Women since Independence: 1957-2000*. September 2003, p. 20.

³ Economic Planning Unit, Prime Ministers' Department (2001). *Eighth Malaysia Plan, 2001-2005*, p. 16.

B. State of implementation of the CEDAW Convention

6. In 1995, the Government of Malaysia acceded to the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW Convention). In so doing, the government of Malaysia made itself accountable to both the international community of nations and its citizens for the protection, promotion and fulfillment of women's human rights. The CEDAW Convention obligates State Parties to pursue in a systematic way women's enjoyment of all their human rights, on an equal basis with men and regardless of marital status, across all spheres, i.e., civil, political, economic, social and cultural rights. The State obligations include guaranteeing women the right to development, and ensuring that all other persons, enterprises and institutions respect women's human rights. Obligations to protect, promote and fulfill women's human rights on equal basis with men extend to both the public and private arenas.
7. As a State Party, Malaysia is obligated to declare as national policy the prohibition of all forms of discrimination against women and to align its laws and policies with the standards of women's human rights as established by the CEDAW Convention.
8. During the Fourth World Conference on Women in Beijing, Malaysia committed to "remove legal obstacles and gender discriminatory practices."⁴ This is in line with the National Policy on Women. One of its eight (8) major principles and guidelines directly responds to the core principle of CEDAW, and it reads:

3.1 (g) That all forms of adverse discrimination on the basis of gender be eliminated in all matters of decision-making and subsequent action.

9. The amendment of the Federal Constitution in 2 August 2001 is a crucial step forward in this direction. Article 8(2) added gender to the prohibited grounds for discrimination, along with religion, race, descent and place of birth. It provides the mandate for pursuing the realization of women's human rights.
10. MWFCDC has produced the combined first and second country report on the CEDAW Convention, which has been officially transmitted to the United Nations. This is a very important document for two reasons: (a) It establishes the baseline situation on women's human rights. (b) It identifies actions that Government, civil society and other actors have been undertaken and the remaining gaps to realizing women's human rights. Such a document would provide a sound basis for defining a plan for the implementation for the CEDAW Convention including the institutional arrangement for coordinating implementation, for redress of discrimination and for monitoring and reporting.
11. MWFCDC, although recently established, is of the view that mainstreaming of state actions to serious and urgent issues of gender discrimination, as alluded to in the draft CEDAW report, is an important step forward in the implementation of Malaysia's state obligations. The UN CEDAW Committee encourages such an approach. Serious and urgent issues of gender discrimination and constraints to women's advancement should consist the priorities, not only of a law and judicial reform agenda, but also of national socio-economic and development plans. Through this project, MWFCDC will work with key partners in Government and non-governmental organizations to develop a strategy for the implementation of the CEDAW Convention. Such a strategy could consist of a legislative reform agenda as well as recommendations for the Ninth Malaysia Development Plan and other governmental policies and programmes.

⁴ Fatimah Hamid Don and Ramani Gurusamy, *Report of Post-Beijing Implementation in Malaysia*. Asia-Pacific Post-Beijing Implementation Monitor, Asia and Pacific Development Centre Gender and Development Program. 1998, p.30 in Women's Aid Organization (2002). *Monitoring the Fulfillment of the Malaysian Government's Obligation to Women's Equality: A Baseline Report on Marriage and Divorce*. April 2002, p. 3.

12. Through this project, technical assistance will be made available to MWFCDC to facilitate the following:

- a) Review of outstanding reservations by CEDAW;
- b) Prepare an update of the combined first and second report to the CEDAW Committee, and based on the lessons, establish a monitoring and reporting mechanism that will facilitate the timely preparation of the third report; and
- c) Coordinate the monitoring and subsequent reporting of CEDAW as outlined in the CEDAW implementation plan.

C. Computing the Malaysian Gender-related Development Index

13. The MWFCDC is responsible, among others, for monitoring progress in the implementation of gender-related laws, policies and programmes at both federal and state levels. In cooperation with the Department of Statistics, it has generated sex-disaggregated data in education, health, employment, decision-making and other development areas. The MWFCDC takes cognizance of the need to construct an index to measure progress in gender equality, thereby highlighting the disparities in the status of men and women. Such a gender-responsive index will be an important tool for institutionalizing the mainstreaming of gender issues in socio-economic policy making and development planning.
14. The formulation and use by government of a gender-related index will help sustain initiatives to mainstream the gender perspective in national development planning and economic policy making. In revealing inequalities in the benefits received by men and women from socio-economic growth and social development, the Index will highlight to policy makers the need for further action.
15. The above considerations led the MWFCDC to decide to adopt a Malaysian Gender-related Development Index (MGDI). This project will train MWFCDC, the Department of Statistics and other relevant Government officials to compute the MGDI on a regular basis, preferably annually. This is expected to lead to the preparation of a periodic country report on progress in human development of women, as well as the progress in the elimination of discrimination against women and realization of substantive gender equality.

Part Ib. Strategy

Building on the gender equality provision of the Federal Constitution, the project will support the Government of Malaysia in the formulation of policies, programmes and activities that will promote gender equality and women's development/advancement, in line with the CEDAW Convention and the Beijing Platform for Action. Project interventions will be aimed at:

- a. Elaborating practical, systematic and coherent steps towards the implementation of the set of national policies on gender equality which will be articulated through the operational programme or plan of action;
- b. Developing a capacity building programme for the MWFCDC which will include two related components: staff development and the development of institutional tools, systems and procedures aimed at gender mainstreaming and the performance of the Ministry's mandates, roles and functions; and
- c. Engendering official development statistics to aid planning and monitoring of the progress of Malaysian women to meet above mentioned international commitments.

The expected outcomes of the proposed projects would be manifested in three spheres: national policy, organizational capacity and development statistics.

A. Policy

1. The project will lead to improved implementation of the National Policy on Women (NPW) by facilitating processes that will:
 - Translate the NPW vision and principles into operational programmes that may be incorporated into the Ninth Malaysia Plan or may constitute a separate plan for women's development and gender equality; and
 - Bring serious areas of gender discrimination to the attention of policy makers, opinion makers, community leaders and the men and women citizens themselves to draw appropriate response in legislation or other policy tools.
2. Working with EPU, MWFCDC will review the Government's first CEDAW Report, the mid-term review of the Eighth Malaysia Plan and other literature in order to identify priority gender issues. The criteria for prioritization will be defined along issues critical to (i) enhancing women's contribution to national socio- economic and development goals and targets, (ii) equalizing women's access to economic resources and development benefits, (iii) improving women's participation and role in decision-making in all spheres. Special attention shall be given to women and children living below the poverty line. Together, EPU and MWFCDC will prepare issue papers on these issues in consultation with other government and non-governmental entities. The final output will be a set of technical papers that will include recommendations on policies and programmes in responding to these issues.
3. To ensure that the technical papers will have the support of the implementing Ministries, MWFCDC will propose the setting up of an inter-agency technical working group that will guide the writing of the technical papers by the Consultants. The members will also provide MWFCDC and the Consultants with relevant data and information from their respective ministries/agencies, and practical suggestions on programmes and other development interventions.

4. Technical working groups of the Ninth Malaysia Plan will be also be oriented on gender mainstreaming and involved in the process to facilitate the integration of appropriate issues and responses in the Plan.

B. Organizational Capacity

5. With the newly established MWFCDD as the main beneficiary, the project will make available expertise to assist officials to define and carry out a capacity development strategy in line with its mandated functions, with special attention to the processes pertaining to gender mainstreaming and CEDAW implementation. Two inter-related strategies will be pursued:
 - Hands-on training on how to lead/facilitate gender mainstreaming in the national planning and programming processes; and
 - Systematic organizational diagnosis as well as development and launch of a capacity building programme for the Ministry.
6. Officials and staff of MWFCDD will have experts to guide and assist them through the process. An international consultant on gender mainstreaming will be recruited to share with MWFCDD best experiences, lessons and tools from a global perspective. A national counterpart expert on gender mainstreaming will ensure relevance to Malaysian context as well as to ensure support and continuity for the projects.
7. The project will also assist MWFCDD to analyse opportunities and constraints in the policy environment aimed at identifying an appropriate set of interventions to address the priority gender issues in the policy component. In this regard, a plan for women's advancement and gender equality may be formulated, if deemed more effective, which will be separate but complementary to the Ninth Malaysia Plan.
8. Alongside the above, an organizational capacity development programme will be developed by MWFCDD with the guidance of an organizational development expert. It will involve the conduct of organizational diagnosis, formulation of a plan and implementation of key activities. On training, activities to be implemented will build on the concept of gender mainstreaming, highlight the appropriate role of MWFCDD and how the Ministry can be made more effective and serve as a role model of a gender sensitive organization. In addition, tools and systems would be designed or re-designed, as deemed necessary to assist MWFCDD enhance its efficiency and effectiveness.
9. In addition to MWFCDD, other participating government agencies will also obtain knowledge and skills in participating in project activities. Agencies like the EPU, Department of Statistics and INTAN, will be assigned key tasks in the project with appropriate technical support. In undertaking these tasks, agencies will be orientated to assume their appropriate role in gender mainstreaming at national socio-economic and development policy level, generate and use gender-responsive data and in training, as the case may be. Project orientation and training sessions on the CEDAW Convention and on gender mainstreaming, as well as gender planning tools, will benefit officials of key government agencies.

C. Official Development Statistics

10. The project will ensure that the gender dimension is systematically factored into official development statistics. In this regard, the project will:
 - Encourage the regular processing, analysis and use of sex-disaggregated data as part of the routine review of progress of the 5-year development plans; and

- Provide training assistance in the computation of gender-related development index for Malaysia.

11. Upon the request of MWFCDD, the Department of Statistics released sex-disaggregated data, which went into the preparation of the CEDAW report and the publication entitled *The Progress of Malaysian Women since Independence, 1957-2000*. In addition, the Department of Statistics conducted a nationwide time use survey aimed at measuring men and women's unpaid work and its input into policy formulation. The project will encourage the continuation of these initiatives and their institutionalization in the national statistics programme.
12. A technical working group on MGDI will be organized to compute the first round of data. The technical working group will comprise EPU, Department of Statistics, other government agencies that generate data and MWFCDD. UNDP will tap on experts in GDI from within the organization to work with MWFCDD.

D. Mechanisms for sustainability

13. The MWFCDD Capacity Development Plan, with a proposed life span of 3 – 5 years, shall be implemented with an appropriate budget provision from MWFCDD's annual budget but supported with complementary assistance – technical or financial - from international organizations like UNDP and UNIFEM.
14. Enshrining gender-responsive policies and programmes in the Ninth Malaysia Plan in the appropriate sectoral chapters will be a key strategy for sustainability. It will signal the acceptance by Government of gender as a cross cutting theme and as a shared responsibility of various agencies. Integrating gender in the indicator system for the Malaysian development plans will strengthen sustainability of the gender mainstreaming approach. Officials, politicians and the public will take cognizance of any existing inequalities if the MGDI is presented and analysed alongside the Malaysia QLI.
15. A very important element of sustainability will be the institutionalization of gender training in the National Institute of Public Administration or INTAN. The project is aimed at including INTAN into the process, through packaging the consultation sessions on issues, and designing and conducting the seminars/workshops on gender mainstreaming and technical working groups for MWFCDD. It will also help package the orientation and training sessions on MGDI, and the trainers' training course on gender mainstreaming. A target outcome is the integration of gender in the regular courses conducted by INTAN for civil servants and officials, and the strengthening of INTAN's capacity in gender training.
16. The inter-agency technical working group for gender mainstreaming will be a key institutional mechanism that will facilitate sustainability. Oriented and trained under the project, this working group will be MWFCDD's allies in sustaining the process started by this project. A Cabinet mandate to sustain this mechanism will be important.

Part II. Results Framework

1. Outcomes

- 1.1. Capacity for gender mainstreaming built in MWFCDC and key partners in government including capacity for training on gender mainstreaming in INTAN

Indicators:

- a) MWFCDC has a capacity development plan approved and being implemented, with successive capacity assessments of MWFCDC showing qualitative improvements from the baseline.
- b) Key government officials express support for the mainstreaming of priority gender issues in national policies and programmes, including in the 5-year Malaysia Development Plans.
- c) Priority gender issues are addressed in the Ninth Malaysia Plan, and/or the preparation and adoption of a Plan for women's advancement and gender equality.
- d) INTAN will have a regular course offering on gender mainstreaming for policy makers and civil servants.

- 1.2. Capacity to implement the CEDAW Convention within Government

Indicators:

- a) MWFCDC, in collaboration with key government agencies, develop an implementation plan for the CEDAW Convention.
- b) Key government officials express support for aligning national legislation and policies to the standards of the CEDAW Convention.
- c) Priority issues as contained in the draft CEDAW report are considered in the Ninth Malaysia Development Plan and are addressed in an action plan for legislative and judicial reform.
- d) Institutional mechanisms or arrangement for CEDAW implementation, monitoring and reporting established.

- 1.3. Gender-related Development Index adopted by Malaysia

Indicators:

- a) MGDI figures are computed and released regularly by government.

Results Framework			
Partnership Strategy			
Government: Ministry of Women, Family & Community Development, EPU, Department of Statistics, INTAN International and local consultants yet to be determined.			
Project title: Capacity Building on Gender Mainstreaming for the Ministry of Women and Family Development and Key Partners			
A. Gender mainstreaming			
Intended Outputs	Output Targets for 2004	Indicative Activities	Inputs
1. Capacity Building and Training Plan for the MWFCD formulated and initially implemented	<ol style="list-style-type: none"> 1. Capacity Building and Training Plan for the MWFCD 2. MWFCD staff members trained in gender mainstreaming and on CEDAW 	<ol style="list-style-type: none"> 1. Organizational diagnosis and benchmarking of staff capacities 2. Meetings and mentoring of officers & staff 3. Seminar-workshops on <ul style="list-style-type: none"> • Gender Mainstreaming • Transformative Leadership 	<ul style="list-style-type: none"> • International Consultant on Gender Mainstreaming (1) • National consultants on gender mainstreaming (1) • National consultant on organizational development (1)
2. Strategic Plan of Action on Gender Mainstreaming formulated and initially implemented	<ol style="list-style-type: none"> 1. Strategic Plan of Action for Gender Mainstreaming formulated 2. Paper: Situational analysis on gender and development 3. Papers on selected issues with gender analysis and recommendations 4. Inputs to the Ninth Malaysia Plan 	<ol style="list-style-type: none"> 1. Review CEDAW Report and Mid-Term Review of 8th Malaysia Plan and other literature 2. Prepare situational analysis on gender and devt. 3. Strategic planning workshop among MWFCD officials and technical staff to define gender mainstreaming programme 4. Prepare issue papers on selected gender issues 5. Collect and compile sex-disagregate data; 6. Analyse data/information and write issue papers 7. Consultations with professionals, policy makers, NGOs, academe and other sectors on the draft issue papers 	<ul style="list-style-type: none"> • National consultant on gender mainstreaming (1) • Sectoral or issue-based consultants (3) • Data and other information

		8. Writing of part 2 of issue papers by consultants in coordination with technical working group (see output 3).	
3. Inter-agency technical working group (IATWG) for Gender and Development (alternative name: Men, Women and Development) organized and operational	<ol style="list-style-type: none"> 1. Input paper(s) for Ninth Malaysia Plan 2. Inter-agency technical working group formed and trained 	<ol style="list-style-type: none"> 1. Ministries responsible for priority issues designate representatives to the IATWG 2. Gender mainstreaming workshop 3. Review issue papers and brainstorm recommendations for Ninth Malaysia Plan 4. Multi-sectoral consultations 5. Finalize inputs to Ninth Malaysia Plan 6. And/or prepare a separate plan for women's advancement and gender equality 	<ul style="list-style-type: none"> • Staff time of MWFCDD and selected ministries and agencies • National consultant on gender mainstreaming (1)
4. Gender mainstreaming tool kit and training manual	<ol style="list-style-type: none"> 1. Gender mainstreaming tool kit and training manual 	<ol style="list-style-type: none"> 1. Drafting of tool kit and manual 2. Publication of tool kit and manual 	<ul style="list-style-type: none"> • National consultant on gender mainstreaming (1) • National consultant on training or capacity building (1)
5. Trainers trained	<ol style="list-style-type: none"> 1. Trainers trained 	<ol style="list-style-type: none"> 1. Training of Trainers 	Same as output 4

B. CEDAW Implementation, Monitoring and Reporting			
Intended Outputs	Output Targets for 2004	Indicative Activities	Inputs
1. Strategy for implementation of CEDAW Convention	<ol style="list-style-type: none"> 1. Staff in MWFCDC and key partners trained in CEDAW 2. Agenda for CEDAW implementation drafted 3. Recommendation for institutional mechanism or arrangement for implementation, monitoring and reporting (see output 9) 	<ol style="list-style-type: none"> 1. Training workshop on the CEDAW Convention 2. Review of draft CEDAW Report 3. Drafting of strategy for implementation 4. Intra-governmental discussions on institutional mechanism or arrangement (see output 9) 5. Attendance by staff of MWFCDC and partners agencies to international conferences and training courses on CEDAW 	<ul style="list-style-type: none"> • International Expert for CEDAW Reporting (1) • Staff time of MWFCDC and key partners
2. Updated 1st and 2nd CEDAW Report	<ol style="list-style-type: none"> 1. Updated 1st and 2nd report 2. Policy briefs and popular materials drawn from Report 	<ol style="list-style-type: none"> 1. Workshop to finalize report (inter-agency) 2. Updating with current data from Department of Statistics and other programme related information from various ministries 3. Present to Cabinet for approval 4. Prepare policy briefs and popular materials on the CEDAW Convention and findings of the report. 	<ul style="list-style-type: none"> • International Expert for CEDAW Reporting (1) • National expert on for CEDAW Reporting (1) • Staff time of MWFCDC and key partners
3. Indicators for monitoring progress in CEDAW implementation and in realization of women's human rights	<ol style="list-style-type: none"> 1. Indicators 	<ol style="list-style-type: none"> 1. Formulation of indicators 2. Planning data collection and analysis, and identify responsibility centers across government 	<ul style="list-style-type: none"> • As above
4. Institutional arrangement for CEDAW implementation, monitoring and reporting	<ol style="list-style-type: none"> 1. Institutional arrangement paper for presentation to Cabinet 	<ol style="list-style-type: none"> 1. Design of institutional arrangement 2. Presentation of CEDAW Implementation Plan and Institutional Arrangement to Cabinet for approval 3. Implement plan for CEDAW implementation, including review of outstanding obligations 4. Begin preparations for drafting of 3rd report 	<ul style="list-style-type: none"> • As above

C. Malaysia Gender-related Development Index			
Intended Outputs	Output Targets for 2004	Indicative Activities	Inputs
1. MGD I for 2004	1. MGD I for 2004	1. Workshop to train and compute 2. Analysis of data and drafting of MGD I Report for 2004	<ul style="list-style-type: none"> • International Consultant on MGD I • National expert for MGD I • Staff time from MWFC D, Dept. of Statistics, etc. • Data
2. Guide to computing MGD I	1. Guide to computing MGD I	1. Drafting of guide 2. Publication of guide	

Part III. Management Arrangements

1. The Project will be executed by the **Ministry of Women, Family and Community Development (MWFCD)** per UNDP policy on national execution. It will be responsible for accomplishing the project outputs. It will direct and coordinate the work of the implementing organizations to ensure synergy across the project. **MWFCD** will identify the needed technical backstopping in the form of training and mentoring. It will subcontract international experts in gender mainstreaming and organizational development. **UNDP** will provide the international expertise in gender-related index. National consultants, to be recruited by MWFCD, will work with the international consultants. They will also supplement the implementing agencies' capacity so that they could carry out the activities assigned to them.
2. The **Economic Planning Unit** is the central government authority for economic policy making and socio-economic development planning, budgeting, monitoring and evaluation. In line with this, EPU is in the best position to take the lead in the strategy to mainstream priority gender issues into the Ninth Malaysia Plan. With active support by the MWFCD, EPU will coordinate the activities leading up to the completion of technical papers.
3. The **Ministry in collaboration with the Department of Statistics** will be responsible for producing the Gender-related Development Index of Malaysia, as well as the guide to computing MGDI.
4. **INTAN** (National Institute of Public Administration) will use its training capacity to produce the following outputs:
 - 4.1. Training module on gender mainstreaming; and
 - 4.2. Trainers in gender mainstreaming trained.

INTAN will also lend support to EPU in convening the consultation workshops on the issue papers for the Ninth Plan, as well as to MWFCD in running the seminars on gender mainstreaming and the MGDI.

5. Representatives of the above mentioned governmental and non-governmental organizations will make up the Project Steering Committee to be chaired by the Secretary General of MWFCD. Other members of the Steering Committee are representatives of the National Advisory Committee For Women and the National Committee For Women Organization and international development agencies that will contribute expertise or funds to the project, e.g., UNIFEM, UNFPA and UNICEF. The Steering Committee will approve the project work plan and review, on a quarterly basis, the progress of the project.
6. A project coordinator will be recruited to manage the project. She will report directly to the Under Secretary of the Policy Division of MWFCD. The Division for Policy and Planning will provide the needed technical and administrative support. The Department on Women Development will be actively involved. Based on the MWFD gender mainstreaming strategy and organizational development plan that will be formulated at the outset, the project components will be assigned the appropriate MWFCD units. An administrative assistant will also be recruited.
7. Using the approved project document and work plan as guide, the Steering Committee will assess if the activities were implemented on time and at reasonable costs, and analyse 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.
8. At the end of the project, a project summation conference will be convened to summarize outputs and results, surface lessons and to define future strategies and actions.

Part IV. Legal Context

This programme document shall be the instrument referred to as such in Article I, paragraph I, of the Standard Basic Assistance Agreement (SBAA) between the UNDP and the Governments and Territories participant countries that have signed such an Agreement. The host country-implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government cooperating agency described in that Agreement.

“The following types of revisions may be made to this project document with the signature of the UNDP principal project representative only, 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 involved 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.”

Audit Requirements

As with all nationally executed projects, the project must be audited periodically. The objective of the audit is to provide the UNDP Administrator with the assurances that UNDP resources are being managed in accordance with:

- a) The financial regulations, rules, practices and procedures prescribed for the project:
- b) The project document and work plans, including activities, management and the project implementation arrangements, monitoring, evaluation, and reporting provisions
- c) 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 Auditors for the project will be appointed as directed by the National Steering Committee. 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.

The Government auditors i.e. the Auditor-General's Office will conduct the audit. The Government must ensure that the audit is performed in accordance with 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.

Annex 1

Terms of Reference: Project Coordinator Project Capacity Building on Gender Mainstreaming for MWFC

Reporting to the Secretary-General of the MWFC, the Programme Coordinator will directly manage the implementation of the programme, coordinate the project related tasks of the various MWFC units and staff and monitor the partner implementing agencies in terms of quality and timeliness of activities and outputs. S/he will recruit and manage a team of consultants whose task is to advise and assist the various implementing units in carrying out their respective tasks in the project.

His/her specific tasks are:

1. Project implementation planning and reporting:
 - a. Lead the implementation planning workshop and draft the project work plan and budget
 - b. Present the work and financial plan to the Project Steering Committee for approval, and thereafter proceed with implementation
 - c. Prepare brief quarterly progress report to be submitted to the Sec-Gen of MWFC and the Project Steering Committee
 - d. Update work and financial plan at end of each quarter and present at quarterly PSC meetings
 - e. Prepare two output-outcome oriented report of progress on the 6th and 12th month of implementation.
 - f. Prepare outcome- and output-oriented end-of project report.
2. Project implementation and monitoring
 - a. Manage the recruitment of consultants and experts and monitor/supervise their work
 - b. Manage the contracting of activities/outputs to implementing agencies and independent suppliers and ensure quality and timeliness of outputs
 - c. Provide advise and technical inputs to various project participants/partners.
3. Project sustainability and institutionalization of results
 - a. Develop a plan for sustaining and institutionalizing results
 - b. Assist MWFC, EPU and other partners in advocating the plan.
4. Others
 - a. Ensure buy-in and ownership of MWFC officials and staff and of various government ministries/departments like EPU, Dept. of Statistics, INTAN, line ministries, etc. of project activities and outputs
 - b. Represent the project in meetings and dialogues, both nationally and internationally as the case may be
 - c. Do other related tasks as may be assigned by the MWFC Sec-Gen .

Duration: 18 months

Reports to: Under Secretary of the Policy Division of MWFC

Qualifications:

1. Masters degree or its equivalent in Gender, Development Management, Public Administration, Economics or related discipline
2. At least 5 years experience in supervisory capacity in government, academe, NGO or private sector, equivalent to no less than Division Chief
3. Knowledgeable in gender mainstreaming, capacity development and change management
4. Project management experience will be an asset.

Annex 2

Terms of Reference: Experts and Consultants Project Capacity Building on Gender Mainstreaming for MWFC

Background

The Ministry of Women and Family Development (MWFC), Malaysia is implementing a project entitled "Capacity Building on Gender Mainstreaming." It is an eighteen-month project, which will produce issue papers, policy recommendations and legislative proposals on priority issues of gender discrimination in Malaysia. The project will support advocacy for the mainstreaming of these issues in the 9th Malaysia Plan and in key economic and social policies and legislation. In addition, gender responsive indicators and index will be developed, and training courses will be conducted in the project's areas of focus. Non-governmental organizations dealing on gender issues will be encouraged to participate, with anticipated results on NGO capacity and participation in policy planning.

The expected outcomes are:

- Mainstreaming of priority gender issues in the Ninth Malaysia Plan
- Adaptation by the Government of Malaysia of an set of indicators or index for monitoring progress in women development and in the elimination of gender discrimination
- Strengthening of the organizational capacity of MWFC
- Sharpening the knowledge and skills for gender mainstreaming (e.g., gender analysis of economic and development issues, gender-responsive planning, monitoring gender disparities and discrimination, etc.) of officials and staff of the key institutions like MWFC, Economic Planning Unit, Department of Statistics, gender units at state level and others

Technical and funding assistance is provided by the United Nations Development Programme (UNDP), in partnership with the United Nations Development Fund for Women (UNIFEM).

To help MWFC implement the project, the following consultants will be recruited:

1. Expert on Gender Mainstreaming (International) - As the overall project adviser, the Expert on Gender Mainstreaming will advice and assist MWFC in planning and implementing the project. Her/his specific tasks are:
 - a. Guide the project team in planning the strategy for mainstreaming priority gender issues in the 9th Malaysia Plan, and in carrying out the plan;
 - b. Serve as resource person in such project workshops or activities as
 - i. Meeting to review and approve the framework for the issue papers
 - ii. Consultation on the issue papers and the formulation of recommendations for the 9th Malaysia Plan
 - iii. Gender mainstreaming workshop for the Technical Working Groups of the 9th Malaysia Plan and the finalization of gender inputs for the 9th Malaysia Plan.
 - iv. Training of Trainers on Gender Mainstreaming.
 - c. Guide the project team in formulating the organizational development plan for MWFC, covering policies, people (knowledge, attitude and skills), tools, systems and procedures;
 - d. Serve as resource person in the training courses and workshops for MWFC staff, e.g.,
 - i. Gender mainstreaming
 - ii. Transformative leadership
 - e. Participate in project implementation planning, mid-term project review and summation conference and give recommendations on strategic next steps.

Reports to: Under Secretary of the Policy Division of MWFC/ Programme Coordinator

Duration of contract: 45 to 50 working days over the project's 18-month duration.

Qualifications:

- Hands-on experience in gender mainstreaming especially at the level of national economic and development planning in a country
 - Knowledge of the different experiences and lessons in gender mainstreaming in national economic policy making and development planning
 - Skilled in the application of a number of tools like gender analysis and planning, gender audit and gender budget
 - Attuned to change management and organizational development approaches
 - At least 10 years experience in the field of gender analysis, planning and policy making, not only in his/her country but also in the region
 - Graduate degree in economics, social development and/or gender studies (or equivalent)
2. Expert on Gender Mainstreaming (national - with focus on national development planning) – Assisting the International Expert on Gender Mainstreaming, the National Expert on Gender Mainstreaming will provide important inputs on the needs, resources, players and processes in Malaysia in order to ensure that the project will be context-specific (culturally appropriate, links up with appropriate planning and political processes, works with the right entities/individuals, etc.) S/he will provide technical inputs in the planning and implementation of the gender mainstreaming strategy for the 9th Malaysia Plan, and in the formulation of the Malaysia Gender-related Development Index or Women's Quality of Life Index. Her/his specific tasks are:
- a. Serve as the technical expert of MWFCDD as it carries out the activities for mainstreaming gender in the 9th plan, including:
 - i. Review of the draft issue papers
 - ii. Review and finalization of the inputs or recommendations on the sectoral chapters of the plan
 - iii. Identification of indicators for the monitoring of the progress in implementation of the gender-related or gender-responsive policies and programmes
 - iv. Briefing and consultation sessions with EPU, Department of Statistics and specific ministries, as well as such bodies as the Secretary-Generals Council.
 - b. Participate in the technical working group deliberation on the Malaysia gender-related index or Women's Quality of Life index, and take part in analysis and writing the first women's QLI report.
 - c. Serve as resource person in the training sessions with MWFCDD on gender mainstreaming and organizational planning and development
 - d. Serve as resource person in the following INTAN led activities
 - i. Training of trainers in gender mainstreaming
 - ii. Briefing session(s) on gender-related index
 - e. Advise INTAN in preparing the manual for trainers in gender mainstreaming.

Reports to: Programme Coordinator

Duration of Contract: 70 to 80 working days over the 18-month period

Qualification

- Hands-on experience in Malaysia planning
- Knowledge of gender issues in Malaysia and the gender mainstreaming approach
- Familiarity with such tools as gender analysis and planning and gender audit and budgeting
- Familiarity with QLI and GDI
- Skill in indicators development
- Facilitation skills

- At least 5 years experience in policy oriented work involving government ministries/agencies
3. Expert on Organizational Development (International) – S/he will lead in implementing the activities leading up to the formulation of the MWFCD capacity development plan and the implementation of first set of key activities. His/her specific tasks are:
- a. Organizational diagnosis – interview with key officials and staff, individually or in focus group and writing of report
 - b. Formulation of the capacity development strategy, with inputs from the officials and staff
 - c. Main facilitator in the conduct of the following MWFCD activities:
 - i. MWFCD Strategic Planning workshop
 - ii. Training in Gender mainstreaming
 - iii. Transformative leadership workshop
 - d. Monitor implementation of the Organizational Development plan and intervene as appropriate.
 - e. Participate in project mid-term review and summation conference and recommend strategic next steps re capacity development of MWFCD.

Reports to: Under Secretary of the Policy Division of MWFCD/Programme Coordinator

Duration of contract: 30 days over 18 months

Qualification

- Demonstrated expertise in organizational development and team building, with international experience preferred
 - Familiarity with gender issues, gender mainstreaming and development planning and management
 - Graduate degree in behavioral sciences, business management or public administration
 - At least 10 years experience in assisting organizations in team building, organizational development and change management.
4. Expert on Organizational Development (national) – Assisting the International Expert in Organizational Development, the National Expert of Organizational Development will provide critical inputs to ensure that the OD processes will be culturally sensitive. S/he will make OD support available on a continuing basis as the project team carries out activities throughout the project life. S/he will document key events and insights on capacity development in gender mainstreaming as a means to drawing lessons for further application across the government at the federal and state levels. Her specific tasks are:
- a. Serve as assistant to the International Expert in the conduct of organizational diagnosis and help draft the analysis and report
 - b. Co-facilitate the strategic planning and team building workshops/sessions and supervise the documentation and preparation of MWFCD Strategic Plan and Organizational Development Plan documents
 - c. Facilitate team building, study sessions and skills development sessions as may be defined in the OD Plan
 - d. Co-facilitate the Gender Mainstreaming and Transformative Leadership workshops, ensuring that the design and activities respond to the training needs and are culturally sensitive
 - e. Participate in project mid-term review and summation conference and recommend strategic next steps re capacity development of MWFCD
 - f. Coordinate and carry out documentation of the project – benchmarks, milestones and insights.

Reports to: Under Secretary of the Policy Division of MWFCD/ Programme Coordinator

Duration of contract: 60 working days over 18 months

Qualification

- Demonstrated expertise in organizational development and team building
 - Familiarity with gender issues, gender mainstreaming and development planning and management
 - Graduate degree in behavioral sciences, business management or public administration
 - At least 7 years experience in assisting organizations in team building, organizational development and change management.
5. Expert on Gender-Responsive Indicators and Statistics (national) – Collaborating with an international expert from UNDP on GDI, the national expert on Gender-Responsive Indicators and Statistics will provide the specialized capacity for the formulation of a gender-related index or women's quality of life index for Malaysia to be used by government in assessing progress in women development and elimination of gender discrimination. His/her specific tasks are:
- a. Formulate and recommend the indicator set or index, based on technical discussions with MWFC, EPU, Department of Statistics and line ministries (that constitute the Technical Working Group)
 - b. Coordinate the first round of computation of statistics and recommend refinements on the indicator set and index as needed
 - c. Advise the technical working group in the analysis of the data, and in drafting the first report on the gender-related index of women's quality of life index.
 - d. Serve as main resource person in sessions and workshops on the indicator set or index and in gender mainstreaming.

Reports to: Under Secretary of the Policy Division of MWFC/ Programme Coordinator or EPU official to whom the index/indicator component is delegated.

Duration of contract: 10 working days in the first 6 months of project; and standing offer for the remaining months as speaker or resource person at ministry or state level sessions.

Qualifications:

- Graduate degree in the social sciences with substantive training in statistics
- Familiarity with statistical system and programme of the Government of Malaysia
- Familiarity with gender issues, gender mainstreaming and development planning and management
- Familiarity with the national economic and development planning processes
- At least 7 years experience in related field of work in government, academe, non-governmental or international organizations.

