

**United Nations Development Programme  
Country: Malaysia  
Project Document**

**Project Title** Capacity Building Support for Malaysia's role in Multidimensional Peacekeeping Training

**Expected CP Outcome(s):** Malaysia has increased its engagement in the global partnership for development.  
*(Those linked to the project and extracted from the CPAP)*

**Expected Output(s):**  
*(Those that will result from the project and extracted from the CPAP)*

1. Institutional capacity building of the Malaysian Peacekeeping Training Centre to provide multidimensional peacekeeping training analysed, identified, and developed.
2. Knowledge and capacity of peacekeeping trainers and personnel engaged in multidimensional peacekeeping training and operations strengthened.

**Executing Agency:** Ministry of Defence, Malaysia

**Implementing Partner:** Ministry of Defence, Malaysian Peacekeeping Training Centre and UNDP Malaysia

**Brief Description**

This project aims to support the role of the Malaysian Peacekeeping Training Center in providing multidimensional peacekeeping training as well as build the capacity of trainers and personnel from Africa and Asia in multidimensional peacekeeping training and operations respectively. The two year project will analyse the further training needs of peacekeeping personnel within the context of a complex and multidimensional peacekeeping environment that would require longer term interventions. Particular focus will be made on the additional training needs in the areas of gender and civil-military coordination. Training modules will be identified and developed to fulfil these training needs and the capacity of trainers and personnel will be built so that they are able to better fulfil their roles and functions within multidimensional as well as integrated missions.

Programme Period:	Two years
Key Result Area (Strategic Plan):	Enhancing conflict and disaster risk management capabilities
Atlas Award ID:	TBD_____
Start date:	April 2010
End Date:	Dec 2011
PAC Meeting Date:	7 May 2009

2010 AWP budget:	USD 281,698.00
2011 AWP budget:	USD 652,882.00
Total programme budget:	USD 934,580.00
Total resources required:	USD 1,000,000.00
Total allocated resources:	
Government of Japan	USD 1,000,000.00
In-kind Contributions	USD 103,456.69
GMS 7%	USD 65,420.00

Agreed by Government of Malaysia –  
Economic Planning Unit:

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Agreed by UNDP:

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## ABBREVIATIONS

<b>APR</b>	Annual Progress Report
<b>AWP</b>	Annual Work Plan
<b>CDR</b>	Combined Delivery Report
<b>CP</b>	Country Programme
<b>CPAP</b>	Country Programme Action Plan
<b>EPU</b>	Economic Planning Unit, Prime Minister's Department
<b>MAF</b>	Malaysian Armed Forces
<b>MINDEF</b>	Ministry of Defence
<b>MOFA</b>	Ministry of Foreign Affairs
<b>MPTC</b>	Malaysian Peacekeeping Training Centre
<b>NEX</b>	National Execution
<b>NPD</b>	National Project Director
<b>ODA</b>	Official Development Assistance
<b>PKO</b>	Peacekeeping Operations
<b>NSC</b>	National Steering Committee
<b>SBAA</b>	Standard Basic Assistance Agreement
<b>SCR</b>	Security Council Resolutions
<b>SGTM</b>	Standardised Generic Training Modules
<b>TWC</b>	Technical Working Committee
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UN DPKO</b>	United Nations Department of Peacekeeping Operations
<b>UN OCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs

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## I. SITUATION ANALYSIS

Peacekeeping operations have grown larger and more complex in the past 10 years with the first mission being established in 1948. Since then there has been a total of 63 UN peacekeeping operations around the world.

Over the years, peacekeeping has evolved to meet the demands of different conflicts and a changing political landscape. In the early years, UN peacekeeping goals were primarily limited to maintaining ceasefires and stabilizing situations on the ground, so that efforts could be made at the political level to resolve the conflict by peaceful means. Those missions consisted of military observers and lightly armed troops with monitoring, reporting and confidence-building roles in support of ceasefires and limited peace agreements.

In the last decade however, the nature of conflicts has changed. Peacekeepers are no longer dealing with inter-State conflict but are increasingly operating in intra-State conflicts and civil wars which can often be more complex and require longer term interventions. In the light of these changes, the objectives of peacekeeping operations often evolve from just maintaining a *status quo* to a far more ambitious and holistic approach of *managing changes*. Peacekeeping operations have had to shift and expand its field operations from “traditional” missions involving strictly military tasks, to complex “multidimensional” enterprises structured to ensure the implementation of comprehensive peace agreements and support the laying of foundations for sustainable peace.

A peacekeeping force is no longer the solitary or even leading actor in the field, but rather one actor among a wide range of institutions providing humanitarian aid, reconstruction, reforms and institution building to mention a few. This has resulted in the increasing interaction between military, police and various civilian elements in areas not directly related to security. All these actors are increasingly dependent on each other. With this has come the need for better coordination and integration between military/security and civilian actors in peacekeeping operations and peacebuilding efforts to achieve a more coherent and unified approach for a long-term viability of a peace process.

### **Peacekeeping Training for Multidimensional Operations**

Current peacekeeping training modules have been developed by the UN Department of Peacekeeping Operations (UN DPKO) and focuses primarily on the roles, functions and mandate that peacekeepers must adhere to while they are on a UN peacekeeping mission. These include mission mandate, mission structure, rules of engagement, conflict cause and dynamics, potential spoilers, use of force, use of firearms, arrest and detention, crowd and riot control, decision making and command, and protection of UN personnel and facilities. These Standardised Generic Training Modules (SGTMs) are used by Member states to provide pre-deployment training to their peacekeepers.

A recent assessment on the training needs of peacekeepers<sup>1</sup> however found that training materials already provided to Member States were too generic and not only did not adequately address key operational and mission specific challenges, but also did not reflect the challenges posed by today's multidimensional peacekeeping operations. Respondents to the survey also indicated that they were interested in providing and/or receiving training support from other Member States or peacekeeping training institutions, and were interested in networking, learning and sharing opportunities with each other.

The report thus suggested that increased attention needs to be given to develop such capacity building programmes that not only responds to the needs of multidimensional peacekeeping

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<sup>1</sup> United Nations, *Integrated Training Service Policy, Evaluation and Training Division, Department of Peacekeeping Operations* (October 2008), Report on the Strategic Peacekeeping Training Needs Assessment

operations but also brings together different peacekeeping personnel from different Member states to exchange knowledge and expertise within a multicultural environment thereby simulating a typical mission experience prior to deployment.

### **Peacekeeping Training and Gender**

In present-day conflicts, the civilian population often becomes a primary target of violence with men and women experiencing the conflict differently. The experience of women and girls in armed conflict can be a reflection of both gender relations and women's status in the society and culture; and women usually suffer disproportionately. Women and girls are often left behind to fend for themselves while men and boys are recruited and engaged in fighting and are left vulnerable not only to physical dangers such as torture and rape, but also economic, food security and social stigmatization that follows sexual abuse in many societies.

These factors have placed a strong emphasis on the importance of gender considerations for the success of peacekeeping operations, particularly through several international agreements and commitment such as the Security Council Resolution (SCR) 1325 (2000). Such agreements resulted in the mainstreaming of a gender perspective into all aspects of multidimensional peacekeeping operations, including gender training to all peacekeeping personnel. Despite this, a recent study<sup>2</sup> showed that there was a lack of resources and political will allotted to gender training particularly in countries that contributed the most troops to UN missions such as those in South Asia and Sub-Saharan Africa. The study also indicated that the uneven coverage of (pre-deployment) gender training is also related to differing status that gender issues have in each troop-contributing country's peacekeeping agenda.

More recently, to further strengthen SCR1325; SCR 1820 was adopted in June 2008 to recognize that the use of sexual violence as a tactic of warfare is a matter of international peace and security. While SCR 1325 addresses the impact of war on women and their contribution to conflict resolution and sustainable peace, SCR 1820 recognizes sexual violence as a self-standing security issue, linked with reconciliation and durable peace. The resolution also calls for the development and implementation of appropriate training programs for all peacekeeping and humanitarian personnel deployed by the UN to help them better prevent, recognize and respond to sexual violence and other forms of violence against civilians. Current SGTMs have yet to include SCR 1820 although this is expected as the implementation of SCR 1820 is rolled out following a report to be submitted to the Secretary-General in June 2009<sup>3</sup>.

### **African and Asian Peacekeepers**

Currently the highest peacekeeping personnel contributing countries to UN peacekeeping operations come from Africa and Asia<sup>4</sup>. Due to their increasingly significant role in peacekeeping operations, several African and Asian countries have established national and regional peacekeeping training centres.

In Africa, aside from national training centres, there currently exists international and regional training centres such as the SADC Regional Peace Training Centre (RPTC), Harare, Zimbabwe (currently underfunded); International Peace Support Training Centre (IPSTC), Nairobi, Kenya;

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<sup>2</sup> *United Nations INSTRAW, Lyytikäinen, Minna (2007), Gender Training for Peacekeepers: Preliminary overview of United Nations peace support operations*

<sup>3</sup> Background note on SCR1820 (2008), prepared by Peace and Security Section, Department of Public Information, in consultation with the Department of Peacekeeping Operations and the Department of Economic and Social Affairs

<sup>4</sup> The top 10 peacekeeping personnel (police, military observers and troops) contributing countries to UN peacekeeping operations as of 31 January 2009 were: (1) Pakistan – 10,989, (2) Bangladesh – 9424, (3) India – 8,640, (4) Nepal – 3,924, (5) Rwanda – 3,635, (6) Ghana – 3,283, (7) Jordan – 3,109, (8) Italy – 2,565, (9) Uruguay – 2,538, (10) Ethiopia – 2,496, <http://www.un.org/Depts/dpko/contributors/>, accessed in February 2009.

ECOWAS Kofi Annan International Peacekeeping Training Centre (KAIPTC), Accra, Ghana; Ecole Militaire pour la Paix (EMP), Bamako, Mali; and a training centre which is currently being developed in Rwanda and anticipated to be fully running by 2011. There are currently no regional peacekeeping training centres in Asia although national peacekeeping training centres in countries such as Malaysia, India and Bangladesh do invite international participants to join their trainings and hold international/regional seminars.

Aside from the (KAIPTC) that offers a variety of courses which target peace building issues, the courses provided in these mostly military-run institutions are often military-focused, which can possibly hinder the required understanding of integrated approaches to multidimensional peacekeeping. The existing centres also offer insufficient numbers of courses for civil military coordination and other courses that expose military or police officers to other peacekeeping actors and activities. This lack of training opportunities furthers the capacity gap in these areas.

### **Malaysia's Role in Peacekeeping Operations and Training**

Malaysia has continued to support the central role of the UN in the maintenance of international peace and security. As a sign of this commitment, Malaysia has participated in more than 25 UN peacekeeping operations, involving more than 20,800 military personnel and about 1,000 civilian police personnel since 1960. To date it has sent Malaysian Armed Forces (MAF) contingents, military observers and liaison officers to over 20 countries, with the most reason being the mission to Lebanon.

In acknowledging that peacekeeping operations today have brought new scope and dimension with regard to the standard and conduct of peacekeeping operations, the Ministry of Defence of Malaysia established the Malaysian Peacekeeping Training Centre (MPTC) in 1996. The Centre currently serves as a national centre but aspires to be the 'Centre of Excellence' for peacekeeping training for the Southeast Asia region and beyond.

### **The Malaysian Peacekeeping Training Centre (MPTC)**

The main role of the centre is to routinely prepare Malaysian armed forces personnel to conduct operational duties in peacekeeping missions, while occasionally providing training to civilian police and civilians engaged in peacekeeping operations. The participants are primarily Malaysian but also come from other countries under the Malaysian Defence Cooperation Programme (MDCP).<sup>5</sup>

MPTC provides four core (military focused) peacekeeping training using standard UNDPKO training manuals as follows:

- i. UN Military Observers Course (UNMOC)
- ii. UN Staff Officer Training/Peacekeeping training Course (UNSOC)
- iii. UN Logistics (UNLOC)
- iv. Peace Support Operations Instructors Course (PSOIC)

In addition, it provides an induction course for the Malaysian Medical Unit as and when necessary.

Generally, the UNMO course is planned for 4 times a year and the UNLOC course twice a year. The instructors for the UNMO course are from MPTC and Malaysian Armed Forces officers who have experience or expertise in the relevant subjects. For the UNLOC, the course is jointly

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<sup>5</sup> The MDCP is an assistance programme aimed at providing training to foreign armed forces personnel and defense civilians in the field of military training and defense science and technology. The programme is limited to countries from ASEAN, Organization of Islamic Countries (OIC), Pacific Islands, North Africa, West Asia, Africa, East and Central Europe, South America and the Caribbean. MDCP is primarily funded by the Malaysian government.

conducted by the Centre's instructors and the subject matter experts certified by the DPKO Training and Evaluation Service.

Apart from the courses above, the centre also holds seminars related to peacekeeping in partnership with different agencies and governments. The centre has also hosted courses run by international and government agencies including:

- UN Civil Military Coordination/Liaison (UN-CMCoord/CMLO) courses
- UN Disaster Coordination (UNDAC) Induction Course
- UN Training of Trainers (UNTOT) Course

MPTC is divided into several modern buildings and is able to provide training and accommodation for up to 30-40 trainees at a time. Apart from infrastructure, it is also equipped with all related and necessary training equipments such computers, internet connection, library, radios communication equipment, GPS, etc. It does not however currently have left-hand drive vehicles necessary as part of the required course under UNMOC i.e. the Military Observer Vehicle Driving Test and Driving in Traffic Test.

MPTC is currently headed by a Commandant with the rank of Colonel or equivalent and is assisted by a Chief Instructor who also acts as the Deputy Commandant. The instructors (usually 8 at any one time) are selected Malaysian Armed Forces (MAF) officers who have previously served on UN peacekeeping missions. The staffing of the centre including the Commandant is based on a tri-service system rotation among the army, navy and air force personnel. The tour of duty is normally around a two to three year-period.

### **Malaysia and South-South Cooperation**

Malaysia is a strong proponent of South-South cooperation and has, under its technical cooperation programmes, contributed extensively to the capacity development of Southern countries in Africa and Asia since the 1980s in different areas including public administration, development planning and humanitarian disaster response and recovery.

In light of this, the Centre, with its existing infrastructure and amenities, and the political will of Malaysia to support South-South Cooperation and continue its role in peacekeeping operations in the international arena, provides a platform from which a national training centre can be expanded from a unidirectional training centre to an international multidimensional training centre that will also assist in fulfilling the multidimensional role and training needs of African and Asian peacekeepers.

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## II. STRATEGY

### **Funding Partner: Government of Japan**

The Japanese government has made a strong commitment to support training centres for peacekeeping and peacebuilding in Africa and has been channelling its funds for the respective beneficiary countries through the UNDP. This funding has funded projects in Ghana, Kenya, Egypt and Mali including the most recent, in 2008, towards the establishment of the Peace Academy in Rwanda. These assistances aim at enhancing peacekeeping capabilities of security sectors, which Japan feels is critical for maintaining peace and security.

As a member of Asia, Japan is committed to ensuring that peace, security and stability is maintained in the region. With this objective in mind, the Government of Japan has chosen to expand its assistance from peacekeeping training centres in Africa to those in Asia. As an initial step, Japan would like to support the capacity building activities at the peacekeeping training centre in Malaysia, as it views Malaysia as one of the most important partners in peacebuilding particularly in the peace process of Mindanao, Philippines.

The Government of Japan also support South-South Cooperation as part of its ODA policy as stated in Japan's ODA Charter approved by the Cabinet in 2003 where it states that "Japan will actively promote South-South Cooperation in partnership with more advanced developing countries in Asia and other regions".<sup>6</sup>

### **Implementing Partner: Malaysian Ministry of Defence**

In Malaysia, peacekeeping plays an integral part of its foreign policy. Its record in committing troops to various UN peacekeeping operations reflects its seriousness in instilling the will of the international community to uphold international peace and security. Malaysia's foreign policy<sup>7</sup> also states that it will continue to participate in UN mandated peacekeeping operations and peacebuilding efforts in order to strengthen its multilateral diplomacy.

Apart from supporting the UN, Malaysia also participates in and hosts peacekeeping forums particularly under the ASEAN Regional Forum which was formed to foster constructive dialogue and consultation on political and security issues in the Asia-Pacific Region.

While Malaysia's strategy on peacekeeping is driven by its foreign policy, the training and deployment of peacekeepers falls within the ambit of the Ministry of Defense (MINDEF) which in turn administers the MPTC from within the functions of the Malaysian Armed Forces. Thus, MINDEF will be the implementing partner of this project.

Although the MPTC is within a military structure, a close working relationship will be established with civilian institutions including non-government organizations for the purposes of identifying relevant training needs and expertise as well identifying and developing modules in the areas of gender and civil-military coordination.

MINDEF will establish a National Steering Committee (NSC) for the oversight of the project output and outcomes. The NSC will include representatives from the project stakeholders (MPTC, UNDP, MOFA and EPU) as well as other agencies that may be relevant to the project. Once established, the Committee will set up its TORs and guidelines for membership.

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<sup>6</sup> Speech by Mr. Shigeyuki HIROKI, Deputy-Director-General, International Cooperation Bureau, Ministry of Foreign Affairs of Japan At the High-Level Symposium "South-South and Triangular Cooperation: Recent Trends and Progress" 20 January 2008, Cairo

<sup>7</sup> Strategic Plan 2009-2015, Ministry of Foreign Affairs, Malaysia



**Enabling Partner: UNDP**

UNDP is committed to mainstreaming conflict sensitivity throughout its programmes and ensuring that development resources are used to reduce the likelihood of conflict impacts on development efforts. Through its specific mandate described above, it focuses on capacity building in all its projects and approaches in order to enable and strengthen governments and ensure ownership. All UNDP efforts are oriented towards the reaching of the MDGs by promoting human security and integrating immediate and strategic development responses. UNDP consequently supports a series of country specific strategies which tie in with the presented project's strategies, listed below.

Within the CPAP, the project links into its CPD Outcome 1: Malaysia has increased in the global partnership for development, and in particular Output 1.4, Malaysia's capacity to support crisis prevention and management enhanced; through which the capacity of MPTC and its partners in the areas of peace keeping should be built. Under this outcome, Malaysia would also contribute to the capacity development of countries of the South and in the case of this project to the capacity of peacekeeping trainers and personnel in Africa and Asia.

UNDP also has a long and broad experience in supporting and accompanying post-conflict recovery processes and peace building efforts. These have been recorded and used for comparative studies providing valuable resources for the documentation of lessons learnt and best practices which have become the basis for policy development and programming. With this expertise background, UNDP is an ideal enabling partner for the project to assist in the project's linkage to the broader, global context of the subject matters of post-conflict recovery and peace building.

**Sustainability**

Particular consideration will have to be given to ensure the sustainability of the trainings developed and implemented so that MPTC will be able to run at the same level as it will during the UNDP project cycle. Accordingly, a strong outreach is necessary from the very beginning of the project which will establish a network of partners and ensure a prominent visibility of the MPTC's efforts wherever possible.

The MPTC's role in filling in the gap in the capacity building of substantive areas of peacekeeping will be used as arguments for the promotion and possibly for further funding for selected capacity building programmes such as courses, conferences or related events from donors for possible medium or long term commitments.

A particular focus will be given to the capacity building of MPTC and other peacekeeping training centres' staff training so that any all newly developed modules will be able to be taught in the long term and not only over the period of the project. External specialist consultants, visiting delegations and the international contact in general will enhance these efforts. Participation to international events will also expose MPTC staff to global trends and provide inspiration for the development of innovative approaches towards sustainability. Efforts will also be made towards providing opportunities for the center or trainers to be internationally accredited.

Generally, sustainability will be considered in all planning, implementation and evaluation processes of the project.

## **Project components**

The project will consist of two main components as follows:

1. Institutional capacity building of MPTC to provide multidimensional peacekeeping training.
2. Capacity building of trainers and personnel from Africa and Asia in multidimensional peacekeeping training and operations.

### **1. Capacity building of MPTC to provide multidimensional peacekeeping training**

While the MPTC is fully capable of providing training in peacekeeping operations based on current DPKO training modules, it does not at present provide any regular training which focuses on civil-military relations and coordination or courses that address gender and sexual violence. The Centre acknowledges that there is a great need for this in light of today's multidimensional peacekeeping operations and aspires to expand its current capacity to address other training needs of peacekeepers before they are deployed.

#### **1.1 Training Needs Analysis**

A training needs assessment will firstly be conducted to identify the kinds of training needed to enhance a peacekeepers interaction and coordination with other actors – specifically civilian actors in multidimensional peacekeeping operations who are engaged in humanitarian, peacekeeping activities, particularly within the context of the civil-military cooperation doctrine currently being developed by DPKO. The training needs assessment will also identify training needs to enhance peacekeepers understanding of gender based violence in the context of current peacekeeping operations and current gender based SCRs such as the SCR 1820. This assessment will be based on existing information and assessments already conducted as well as best practises developed by relevant institutions or operations, such as the UN DPKO, UN Agencies, UN PKO missions, and other international peacekeeping training centres and missions.

#### **1.2 Capacity Assessment of MPTC**

In order to develop an adequate capacity building programme for MPTC, the assessment of the training needs will also consider the capacity of MPTC to provide the trainings and the resources it will require to expand its training services to other areas of peacekeeping. The development of the programme such as the training courses, seminars, workshops and conferences will result from this initial assessment and will feed into the formulation of a *Training Implementation Strategy of MPTC*.

#### **1.3 Identification and development of multidimensional peacekeeping training modules**

Once the analysis on the training needs of peacekeepers and the capacity assessment of MPTC to provide the identified trainings is complete, the training modules and its contents will need to be identified and developed.

This will be done through a comprehensive consultation process with all stakeholders and with a range of international and regional institutions including UN DPKO, OCHA and international peacekeeping institutions and training centres to ensure that the modules identified/adapted and/or developed are based on current policies and standards in peacekeeping operations.

The result of this consultative process will lead to the preparation and publication and/or sourcing of comprehensive training modules to be used by MPTC in building the capacity of peacekeeping trainers and personnel in Africa and Asia. This consultative process is also expected to identify possible strategic partnerships that can be developed in order for the training to be outsourced to experts in the field and for long term sustainability of the provision of the identified trainings at MPTC.

Once these modules have been identified and developed, information on the modules and future trainings on these modules will be shared with the relevant stakeholders through different avenues, including regional and/or international seminars that will discuss the latest and pertinent issues on multidimensional peacekeeping training and operations.

#### **1.4 Support to PKO vehicle driving training**

MPTC is fully equipped to provide various types of peacekeeping training. These equipments are either owned by MPTC or sourced from the MAF. However MPTC does not have left-hand drive vehicles necessary as part of the required course under UNMOC i.e. the Military Observer Vehicle Driving Test and Driving in Traffic Test as Malaysia is a right hand drive country. The lack of such a vehicles means that any peacekeepers trained at MPTC would not be able to drive proficiently in countries that are left hand drive – which is quite often the case in current mission areas especially in Africa.

To support the capacity building of peacekeepers in driving skills during a PKO mission, one left hand four wheel drive car that is used as a standard vehicle for UN peacekeeping operations will be provided as part of the project with the ownership of the vehicle being transferred to MINDEF/MPTC during the project cycle so that it can be immediately used for its training purposes. The maintenance and running expenses and all associated expenses of the vehicle will henceforth be covered by MINDEF/MPTC under its current fleet operations for long-term sustainability.

## **2. Capacity building of trainers and personnel from Africa and Asia in multidimensional peacekeeping training and operations**

The capacity building component to the project will comprise of the training of trainers in the new or identified/adapted training modules as well as training of peacekeeping personnel from Africa and Asia (including Malaysia). It is also anticipated that the police and civilian peacekeeping actors will also be invited to participate in the training particularly during any identified training on civil-military relations and coordination so that their knowledge in UN's approach to civil-military relations and coordination is enhanced.

The capacity building component of the project will include a variety of different events such as training courses, trainings of trainers, seminars, workshops and conferences as planned at the implementation strategy development stage. These events are also expected to run in collaboration with relevant UN agencies, other training institutions and international agencies and NGOs so as to enhance the quality of the capacity building programmes.

### **2.1 Capacity building of training staff from MPTC and other peacekeeping training centres in Africa and Asia**

One of the greatest inhibiting factors for organisations to conduct regular training is the need to outsource training experts of which can be costly. Although it is wise to outsource training expertise in some areas, others may be sourced in-house or within the region. As such potential and existing training staff from MPTC and other peacekeeping training centres will be identified so that they will be trained on any new modules developed under this project as the modules developed should be relevant to any UN peacekeeping operations. Furthermore, these staff would also be provided with knowledge in training methodologies and standards so that they can deliver their training effectively.

The training will be provided by external short term experts that will have to be contracted or trainers sourced from within MINDEF or through partnerships with the relevant training centres. The training of trainers will take place in MPTC however the training may also take place in other peacekeeping training centres in Asia and Africa to be identified and determined as the project progresses.

## **2.2 Capacity building of peacekeeping personnel from Africa and Asia**

The main component of this project will be focused on the capacity development of peacekeeping personnel from Africa and Asia (including Malaysia) and will be carried out throughout the second year of the project. Prospective participants should be trained or prospective peacekeepers that will be deployed for peacekeeping operations. The training provided under this project should build on their existing skills and readiness to be deployed on missions. The participants will be selected on the basis of an application procedure and the selection of participants for each course will take into account a range of factors, including country of origin; level of education/qualification; work experience and current position/employment; willingness and availability to serve in peacekeeping missions; regional experience; and gender (where a gender balance will be maintained).

The participants will be identified from different countries through different UNDP country offices and relevant partners. In line with its multidimensional approach, the project will also look to including participants not only from military but also civilians and police, to reflect the diversity in the field and promote dialogue and cooperation between the different personnel.

As in the training of trainers, the training under this component will be provided by external short term experts that will have to be contracted or trainers sourced from partnerships with the relevant training centres.

### **Communication strategy and knowledge management**

One of the important elements of this project will be the documentation and production of the modules as well as the formulation of a dissemination strategy of the modules so that other peacekeepers and training centres may benefit from the knowledge provided in the modules.

There will also be opportunities to raise the recognition of MPTC as an international training centre of excellence among international organizations including donors and peacekeeping training centres.

Activities that will cover awareness raising and information-sharing on the modules and MPTC can be carried by means of news releases, brochures, course information sheets and articles published in relevant magazines or newspapers. The project will also look into providing updated information of the project on the MPTC website. Events such as international/regional seminars will additionally be used as platforms to raise awareness and share knowledge.

### III. RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>				
<i>Outcome 1: Malaysia has increased its engagement in the global partnership for development</i>				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>				
<i>Malaysia to have contributed to the capacity development of countries of the South and other developing countries</i>				
<b>Applicable Key Result Area (from 2008-11 Strategic Plan):</b>				
<i>3.1. Enhancing conflict and disaster risk management capabilities</i>				
<b>Partnership Strategy</b>				
Ministry of Defence (Malaysian Armed Forces Headquarters) will be the implementing agency with the MPTC operationalizing the implementation. Other key stakeholders from relevant national and international agencies, non-governmental organizations and experts from other peacekeeping training centres will provide technical inputs through various platforms including the Technical Working Committee and National Steering Committee.				
<b>Project title and ID (ATLAS Award ID):</b> Capacity Building Support for Malaysia's role in Multidimensional Peacekeeping Training				
<b>INTENDED OUTPUTS</b>	<b>OUTPUT TARGETS FOR (2010)</b>	<b>INDICATIVE ACTIVITIES</b>	<b>RESPONSIBLE PARTIES</b>	<b>INPUTS</b>
1. Institutional capacity building of MPTC to provide multidimensional peacekeeping training analysed, identified, and developed.	1.1 Analysis on multidimensional peacekeeping operations training undertaken.	1.1.1 Identify gaps and needs of peacekeepers in Africa and Asia in multidimensional peacekeeping training.  1.1.2 Conduct stakeholder workshop(s) to identify training needs.  1.1.3 Develop recommendations on multidimensional peacekeeping training needs of African and Asian peacekeepers.	MPTC Project Manager Consultants	Project Manager – USD9,000  Consultant/ Consultancy Company – USD8,250  Travel – USD10,105  Workshops – USD6,000

	1.2 Capacity assessment of MPTC to provide trainings identified undertaken.	<p>1.2.1 Assess MPTC capacity and recommend resources needed to enhance provision of identified training needs.</p> <p>1.2.2 Develop a multidimensional peacekeeping training implementation strategy for the MPTC.</p>	MPTC Project Manager Consultants	<p>Project Manager – USD9,000</p> <p>Consultant/ Consultancy Company – USD5,500</p> <p>Travel – USD5,686</p>
	1.3 Identification and development of training modules	<p>1.3.1 Identify existing and/or develop training modules to fulfil training needs that have been identified.</p> <p>1.3.2 Identify and develop strategic partners to provide trainings on modules.</p> <p>1.3.3 Raise awareness on the availability of newly developed modules and training opportunities at the MPTC by developing information materials on training modules and conducting a seminar with participation by international speakers and participants on multidimensional peacekeeping training.</p>	MPTC Project Manager Consultants	<p>Project Manager – USD9,000</p> <p>Consultant/ Consultancy Company – 13,750</p> <p>Travel – USD12,277</p> <p>Printing and Publication (modules) – USD30,000</p> <p>Seminar expenses (incl. travel) – USD31,950</p> <p>Printing and Publication (awareness) – USD5,000</p>
	1.4 Provision of a left-hand four wheel drive vehicle	<p>1.4.1 Initiate procurement process and procure vehicle.</p> <p>1.4.2 Handover and transfer ownership of vehicle to MINDEF/MPTC.</p>	MPTC UNDP Project Manager	Vehicle – USD100,000

2. Knowledge and capacity of peacekeeping trainers and personnel engaged in multidimensional peacekeeping training and operations strengthened.	2.1 Implementation of Training of Trainers programme	<p>2.1.1 Identify trainers who will provide training in MPTC and other peacekeeping training centres in Africa and Asia to be trained on the identified and developed modules over a minimum of four training courses.</p> <p>2.1.2 Identify participants from MPTC and other peacekeeping training centres in Africa and Asia to be trained.</p> <p>2.1.3 Provide a minimum of four Training of Trainers courses on modules identified and developed.</p>	MPTC Project Manager Expert trainers	<p>Trainers – USD22,000</p> <p>Travel (trainers) – USD43,352</p> <p>Travel (trainees) – USD134,768</p> <p>Training Expenses (Accommodation and Meals) USD24,000</p>
	2.2 Implementation of multidimensional peacekeeping training programme	<p>2.2.1 Identify peacekeeping personnel (including police and civilians) from Africa and Asia to be trained.</p> <p>2.2.2 Train peacekeeping personnel from Africa and Asia on modules identified and developed over a minimum of six training courses.</p> <p>2.2.3 Conduct at least one thematic seminar with participation by international speakers and participants on current and pertinent multidimensional peacekeeping operations issues.</p>	MPTC Project Manager Expert trainers	<p>Trainers – USD33,000</p> <p>Travel (trainers) – USD65,028</p> <p>Travel (trainees) – USD202,152</p> <p>Training Expenses (Accommodation and Meals) USD36,000</p> <p>Seminar expenses (incl. travel) – USD31,950</p>

## IV. ANNUAL WORK PLAN

Year: 2010

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Budget Description	Amount (USD)
<b>Output 1</b>								
<p>Institutional capacity building of MPTC to provide multidimensional peacekeeping training analysed, identified, and developed.</p> <p><i>Baseline:</i></p> <ol style="list-style-type: none"> <li>UN DPKO produced a report on the Strategic Training Needs Assessment in 2008.</li> <li>UN INSTRAW produced a report on Gender Training for Peacekeepers: Preliminary overview of UN peace support operations in 2007.</li> <li>No formal capacity assessment has been conducted on MPTC to provide multidimensional training.</li> <li>There currently exist peacekeeping training modules developed by DPKO which includes</li> </ol>	<p><i>Activity Results 1:</i> Gaps and needs of peacekeepers in Africa and Asia in multidimensional peacekeeping identified.</p> <p><i>Associated Actions:</i></p> <ol style="list-style-type: none"> <li>Recruitment and appointment of project manager</li> <li>Appointment of consultants/consultancy company</li> <li>Formulate research methodology</li> <li>Collect, review and analyse available data on peacekeeping training and best practises.</li> <li>At least one stakeholder workshop to discuss training needs.</li> <li>Develop recommendations on multidimensional peacekeeping training needs of African and Asian peacekeepers.</li> </ol>		X			MPTC	Project Manager	9,000
			X			Project Manager	Consultant/ Consultancy company	8,250
			X			Consultants	Travel (Airfare & TE)	6,304
				X			Travel (DSA)	3,801
				X			Travel (Monitoring)	150
				X	X		Workshops	6,000
							Information technology equipment	3,000
							Misc. (including expenses for official launch)	6,580



<p>gender and UN OCHA on UN Civil-Military Coordination.</p> <p>5. MPTC does not have any left hand four wheel drive vehicle for PKO vehicle driving training.</p> <p><i>Indicators:</i></p> <p>1. A report on: <i>Recommendations on Peacekeeping Training Needs of African and Asian Peacekeepers</i> available.</p> <p>2. A report on: <i>Training Implementation Strategy of MPTC</i> available.</p> <p>3. Number of modules identified and developed.</p> <p>4. Number of workshops and seminars carried out.</p> <p>5. One left hand four wheel drive vehicle for PKO vehicle driving training made available.</p> <p><i>Targets:</i></p> <p>1. Training needs analysis of multidimensional peacekeeping operations carried out.</p> <p>2. Capacity assessment of MPTC conducted.</p> <p>3. Multidimensional peacekeeping training modules identified and developed.</p> <p>4. Support to PKO vehicle</p>	<p>3. <i>Activity Results 2:</i> MPTC capacity assessment and recommendations for resources needed to provide training needs completed.</p> <p><i>Associated Actions:</i></p> <p>1. Appointment of consultants/consultancy company</p> <p>2. Assess capacity of MPTC against training needs identified.</p> <p>3. Develop calendar of training and events for MPTC.</p> <p>4. At least one stakeholder workshop to review capacity of MPTC.</p> <p>5. Develop a training implementation strategy for MPTC.</p>		X				MPTC	Project Manager	9,000	
								Project Manager	Consultant/Consultancy company	5,500
					X			Consultants	Travel (Airfare & TE)	3,152
						X			Travel (DSA)	2,534
							X		Travel (Monitoring)	150
								Misc.	2,000	
	<p><i>Activity Result 3:</i> Multidimensional peacekeeping training modules identified and developed.</p> <p><i>Associated Actions:</i></p> <p>1. Appointment of consultants/consultancy company.</p> <p>2. Identify existing modules to fulfil training needs.</p> <p>3. Develop module(s) and guidelines of trainings identified.</p> <p>4. Identify potential resource organizations/persons to provide trainings</p> <p>5. Print and publish modules.</p> <p>6. Raise awareness on new modules</p> <p>7. Conduct international/regional seminar on multidimensional peacekeeping.</p>		X				MPTC	Project Manager	9,000	
							Project Manager	Consultant/Consultant Firm	13,750	
			X	X			Consultants	Travel (Airfare & TE)	6,304	
			X	X	X			Travel (DSA)	5,973	
					X			Printing and Publication (Modules)	30,000	
						X		Seminar	5,000	

driving training provided.  <i>Related CP outcome:  Malaysia has increased its  engagement in the global  partnership for development</i>							Travel (Airfare & TE – Seminar)	21,520
							Travel (DSA – Seminar)	5,430
							Printing and Publication (Awareness)	5,000
							Travel (Monitoring)	150
							Misc.	5,000
	<i>Activity Result 4:</i> Availability of one left hand four wheel drive vehicle.  Associated Actions: 1. Initiate procurement procedure of vehicle through tendering process. 2. Procure vehicle. 3. Handover and transfer ownership of vehicle to MINDEF/MPTC. 4. Conduct handover ceremony during launch/seminar.		X	X	X	MPTC	Project Manager	9,000
						UNDP	Vehicle	100,000
			X	X	X	Project Manager	Travel (Monitoring)	150
			X	X	X			
<b>TOTAL</b>								<b>281,698</b>

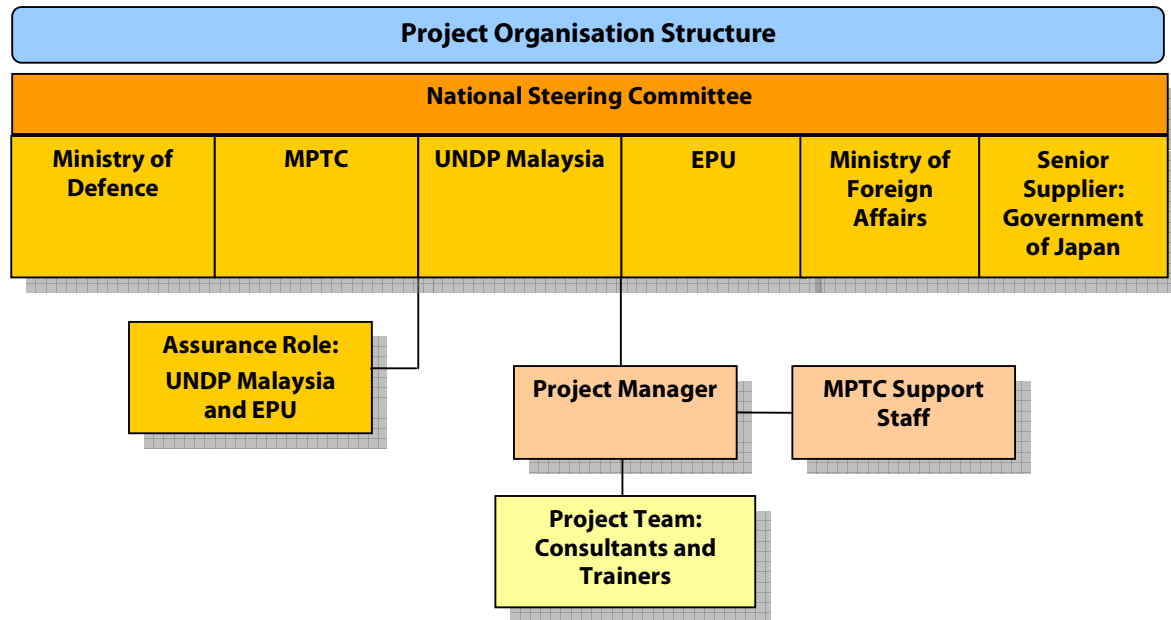
## ANNUAL WORK PLAN

Year: 2011

EXPECTED OUTPUTS <i>And baseline, associated indicators and annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Budget Description	Amount (USD)
<b>Output 2</b>								
<p>Knowledge and capacity of peacekeeping trainers and personnel engaged in multidimensional peacekeeping training and operations strengthened.</p> <p><i>Baseline:</i></p> <ol style="list-style-type: none"> <li>There are existing national and regional peacekeeping training centres in Asia and Africa. However these centres do not currently offer sufficient numbers of courses for civil military coordination and other courses that expose military or police officers to other peacekeeping actors and activities or those focused on gender.</li> <li>Relevant multidimensional peacekeeping training modules identified and developed as a result of Output 1.</li> </ol>	<p><i>Activity Results 1:</i> Trainers who will provide trainings identified.</p> <p><i>Associated Actions:</i></p> <ol style="list-style-type: none"> <li>Recruitment and appointment of trainers.</li> <li>Identification of trainers from MPTC and other training centres in Africa and Asia who will undergo training of trainers programme.</li> <li>Training of Trainers conducted.</li> </ol>					MPTC	Project Manager	18,000
						Project Manager	Trainers Fees	22,000
							Travel (Airfare & TE)	159,296
							Travel (DSA)	18,824
							Travel (Monitoring)	300
							Printing and Publication	2,000
							Misc (Accommodation and meals)	24,000
							Misc. (Administrative expenses and launch)	8,500

<p><i>Indicators:</i></p> <ol style="list-style-type: none"> <li>1. Number of training of trainers carried out.</li> <li>2. A report on the training of trainers.</li> <li>3. Number of trainings of peacekeepers carried out.</li> <li>4. A report on the training of peacekeepers.</li> <li>5. A report on the seminar proceedings.</li> </ol> <p><i>Targets:</i></p> <ol style="list-style-type: none"> <li>1. At least four training of trainers carried out.</li> <li>2. At least 6 trainings using identified and developed modules in Output 1 conducted.</li> <li>3. At least one international thematic seminar on current multidimensional peacekeeping operations conducted.</li> </ol> <p><i>Related CP outcome:</i> Malaysia has increased its engagement in the global partnership for development</p>	<p><i>Activity Results 2:</i> Peacekeepers from Africa and Asia trained in identified and developed modules.</p> <p><i>Associated Actions:</i></p> <ol style="list-style-type: none"> <li>6. Select peacekeepers from African and Asia to receive training and make necessary logistic arrangements.</li> <li>7. Select/Recruit trainers.</li> <li>8. Conduct trainings.</li> <li>9. Conduct international/regional seminar on multidimensional peacekeeping.</li> </ol>					<p>MPTC</p> <p>Project Manager</p>	<p>Project Manager</p> <p>Trainers</p> <p>Travel (Airfare &amp; TE)</p> <p>Travel (DSA)</p> <p>Misc (Accommodation and meals)</p> <p>Printing and Publication</p> <p>Misc. (Administrative expenses and etc.)</p> <p>Seminar</p> <p>Travel (Airfare &amp; TE – Seminar)</p> <p>Travel (DSA – Seminar)</p> <p>Misc. (Seminar)</p> <p>Travel (Monitoring)</p>	<p>18,000</p> <p>33,000</p> <p>238,944</p> <p>28,236</p> <p>36,000</p> <p>2,000</p> <p>9,532</p> <p>5,000</p> <p>21,520</p> <p>5,430</p> <p>2,000</p> <p>300</p>
<b>TOTAL</b>								652,882

## V. MANAGEMENT ARRANGEMENTS



The project will be governed by the National Steering Committee (NSC) and the Technical Working Committee (TWC).

### **National Steering Committee (NSC)**

A National Steering Committee will provide guidance and direction to the project implementation process according to the established detailed work plan monitoring tool. The Committee will be composed of representatives from MINDEF, MPTC, UNDP Malaysia, the Economic Planning Unit, Prime Minister's Department (EPU), and MOFA and other relevant stakeholders to be identified. The TORs of the NSC shall be agreed among the stakeholders within the first six months of the project.

### **National Project Director (NPD)**

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

### **Technical Working Committee (TWC)**

A technical working committee will be established to handle all technical matters relating to the project and will be chaired by the Commandant of MPTC. The members of the TWC will consist of representatives from MINDEF, MPTC, UNDP and other relevant stakeholders to be determined by the National Steering Committee.

## **Consultants and Technical Support**

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

## **Project Assurance**

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

## **Project Manager**

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

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

## **Financial Management**

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

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

The Implementing partner and Project Manager will work closely with UNDP to monitor the use of the financial resources and are accountable for

- Managing UNDP's resources to achieve the expected results
- Maintaining an up to date accounting system that contains records and controls to ensure the accuracy and reliability of financial information and reporting. Expenditures made should be in accordance with the, Annual Work Plans and budgets.

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

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

The contribution of funds for this project shall be charged:

- a. 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices based on an 'earn-as-you-go' method.
- b. Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

### **UNDP Support Services**

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

- a) identification and recruitment of project personnel;
- b) procurement of goods and services including project vehicle
- c) Identification of training activities and assistance in carrying them out

The above will be carried out based on UNDP policies and procedures following the principles of best value for money, fairness, integrity, transparency, and effective competition.

### **In-Kind Contribution**

In addition to the financial resources through UNDP, the implementing partner will provide the following in-kind contribution:

- Assist in gaining access to all relevant data and information required to for the project that is accessible for public viewing;
- Office space (i.e. room/workspace) for the Project Manager, consultants and experts at MPTC;
- Use of office support facilities by the Project Manager, consultants and experts (e.g. fax machine, stationary, photostat machine, telephone), and secretarial support where applicable;
- Facilities for convening meetings, workshops and seminars.

The accommodation and meals for participants attending the training courses under this project will be provided for by MPTC subject to the availability of the rooms in MPTC. However the expenses for any accommodation provided by MPTC (as well as associated expenses to the accommodation) will be reimbursed to the center from the project funds.

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## VI. MONITORING FRAMEWORK AND EVALUATION

The project activities will be closely monitored by UNDP. In compliance with UNDP regulations, the following will be conducted:

### **a) Project Monitoring and Review Meetings**

- **National Steering Committee Meetings**  
The National Steering Committee (NSC) will meet after the receipt of each project report or at least twice a year, whichever is greater and address project issues raised by the Project Manager, review project progress reports and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to the project document. A final NSC meeting should also be held at the end of project completion to agree to and endorse the final findings and outcomes of the project and to make recommendations towards project closure.
- **Technical Working Committee Meetings**  
The Technical Working Committee (TWC) will meet as regularly as required to assist the NSC in monitoring and advising the technical implementation of the project and its activities. The TWC acts as the technical advisors to the NSC, and regularly reviews the progress of all project components.
- **Annual Project Review Meeting**  
This internal review meeting will be chaired by EPU during the fourth quarter of the year to assess the performance of the project based on the Annual Work Plan (AWP) submitted at the beginning of the calendar year as well as the Annual Progress Report submitted during the fourth quarter of each calendar year. The review will involve all key project stakeholders and the Implementing Partner, and will focus on the extent to which progress have been made towards achievement of the outputs and that they remain aligned to appropriate outcomes as outlined in the project document. This review should update output targets and results achieved. In the last year of the project, the review will be a final assessment.
- **Final Project Review Meeting**  
A Final Project Review meeting will be conducted towards the end of the project completion. Its purpose is to assess the performance and success of the project. It should look at sustainability of the results, including the contribution to related outcomes (and the status of these outcomes) and capacity development. It will also review lessons learned and recommendations that might improve design and implementation of other UNDP-funded projects. The meeting will discuss the Final Project Review Report that should be submitted two weeks prior to the Final Project Review Meeting.

### **b) Progress Reporting Documents**

- **Quarterly Progress Report**  
A Quarterly Progress Report on the status of the project shall be prepared by the project manager and UNDP submitted to the Government of Japan through its representatives in Malaysia. The purpose of the report will be to update the Government of Japan on the progress and development of the project as outlined in the project document and the yearly Annual Work Plans (AWPs).



- **Mid Year Progress Report**  
A Mid Year Progress Report shall be prepared by the Project Manager and shared with the NSC by 30 June of each project year. As a minimum requirement, the Mid Year Progress Report shall utilize the standard template for the Annual Project Report (APR) covering a six month period.
- **Annual Progress Report(APR)**  
An Annual Progress Report shall also be prepared by the Project Manager and shared with the NSC by the end of the last quarter of each year. The Annual Progress Report shall highlight risks and challenges, the summary of results achieved, and lessons learnt of the project for that reporting year.
- **Final Project Review Report**  
This document which is prepared by the implementing partner is a structured assessment of progress based on the chain of results initially defined in the Project Document and Annual Workplans and will include information on financial allocations of expenditure. It may be supplemented by additional narrative to meet specific reporting needs of stakeholders, especially the donor(s). The following should be submitted together with the report:
  - Lessons learnt log - summarizing the information captured throughout the implementation of the project
  - Minutes of NSC meetings
  - Minutes of TWC meetings
  - Annual signed CDRs
  - Statements of cash position (if applicable)
  - Statements of assets and equipment

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

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

### **c) Financial Monitoring and Quality Assurance**

- **Combined Delivery Reports**  
The Combined Delivery Report (CDR) is the report that reflects the total expenditures and actual obligations (recorded in Atlas) of a Project during a period. This report is prepared by UNDP using Atlas and shared with the implementing partner on a quarterly basis and at the end of each year. The Implementing Partner is required to verify each transaction made and sign the quarterly issued CDR report. Statements of cash position as well as assets and equipments should also be submitted together with the CDR on a yearly basis.

- **Audit**

Audit is an integral part of sound financial and administrative management, and of the UNDP accountability framework. The project will be audited at least once in its lifetime and in accordance with the threshold established for the annual expenditures by the Office of Audit and Investigations (OAI). The audit provides UNDP with assurance that resources are used to achieve the results described and that UNDP resources are adequately safeguarded

The selection of an Audit Firm shall be through a competitive Request for Proposals, in consultation with the Implementing Partner and EPU or if possible shall be performed by the National Audit Authority. UNDP procedures must be followed as per the specific Terms of Reference for Audits of NEX/NIM Projects.

The audit is expected to provide assurance related to the following broad areas ::

- Project progress and rate of delivery (PP)
- Financial management (FM)
- Procurement of goods and /or services (PR)
- Human resource selection and administration (HR)
- Management and use of equipment and inventory (EQ)
- Record-keeping systems and controls (R)
- Management structure (MS)
- Auditors' comments on the implementation status of prior year audit

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## VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project attached hereto and forming an integral part hereof, as “the Project Document”

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

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

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

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

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



### Annex 1: Project Budget

Output	Activities	Input	Cost (USD)	Description
<b>Output 1: Analysis on multidimensional peacekeeping and peacebuilding operations training undertaken.</b>	<ul style="list-style-type: none"> <li>Identify gaps and needs of peacekeepers in Africa and Asia in multidimensional peacekeeping training.</li> <li>Develop recommendations on multidimensional peacekeeping training needs of African and Asian peacekeepers.</li> </ul>	Consultant firm/expert	8,250	Daily rate of USD550x15 days
		Travel	6,304	Consultant air tickets (2 trip*USD3,000) + (2TE*152)
		DSA*	3,801	DSA (21 days*USD181) (15 working days+6 days travelling time & weekends)
		Workshops (2)	6,000	(Local: USD3,000*2)
		Misc expenses (including expenses for official launch)	6,580	USD6,580
<b>Output 2: Capacity assessment of MPTC to provide trainings identified undertaken</b>	<ul style="list-style-type: none"> <li>Assess MPTC capacity and recommend resources needed to enhance provision of identified training needs.</li> <li>Develop a multidimensional peacekeeping training implementation strategy for the MPTC.</li> </ul>	Consultant firm/expert	5,500	Daily rate of USD550x10 days
		Travel	3,152	Consultant air tickets (1*USD3,000) + (1TE*152)
		DSA	2,534	DSA (14 days*USD181) (10 working days+4 travelling time & weekends)
		Misc expenses	2,000	USD2,000
<b>Output 3: Identification and Development of Training Modules</b>	<ul style="list-style-type: none"> <li>Identify existing and/or develop training modules to fulfil training needs that have been identified.</li> <li>Identify and develop strategic partners to provide trainings on modules.</li> </ul>	Consultant firm/expert	13,750	Daily rate of USD550x25 days
		Travel	6,304	Consultant air tickets (2 trip*USD3,000) + (2TE*152)
		DSA	5,973	DSA (33 days*USD181) (25 working days + 8 days incl travelling time & weekend)
		Printing & Publication	30,000	Printing of modules
		Misc expenses	3,000	USD3,000
	<ul style="list-style-type: none"> <li>Raise awareness on the availability of newly developed modules and training opportunities at the MPTC by developing information materials on training modules and conducting a seminar on</li> </ul>	Printing & Publication	5,000	Promo/info materials
		Seminar expenses	5,000	Venue, Food, Seminar materials, Facilitators, Rapporteurs etc
		Travel	21,520	International Participants + Speakers (USD2,000*10people) + 10*TEUSD152
		DSA	5,430	DSA (3days*USD181*10people)

	multidimensional peacekeeping training.	Misc expenses	2,000	USD2,000
<b>Output 4: Provision of a left-hand four wheel drive vehicle</b>	Procurement and provision of a left-hand four wheel drive vehicle	Vehicle (including transport, taxes and cost recovery)	100,000	Approximate
<b>Output 5: Implementation of Training of Trainers programme</b>	Identify trainers who will provide training in MPTC and other peacekeeping training centres in Africa and Asia to be trained on the identified and developed modules.	Misc expenses	2,000	(Postage/printing/temporary admin staff etc)
		• Identify participants from MPTC and other peacekeeping training centres in Africa and Asia to be trained.	Misc expenses	2,000
	• Provide a minimum of four Training of Trainers courses on modules identified and developed.	Trainers	22,000	(4 trainings*2 trainers*USD550per day*5 days)
		Travel (Trainer)	33,216	(2 trainers*4 trainings*USD4,000) + TE 2*4*USD152
		DSA (trainer)	10,136	(2 trainers*4 trainings*USD181*7 days)
		Travel (trainee/participants)	126,080	(10 international*USD3,000*4 trainings) + TE 10*4*USD152
		DSA (trainee/participants)*	8,688	(10 internationals*4 trainings*20%*USD181*6 days)
		Accommodation and meals	24,000	(10 international + 10 local*4 trainings*USD50*6 days)
		Printing & Publication	2,000	Course materials
		Misc expenses	2,000	(Postage/printing/temporary admin staff etc)
Launch	2,500	Venue, Food etc		
<b>Output 6: Implementation of multidimensional peacekeeping training programme</b>	• Identify peacekeeping personnel (including police and civilians) from Africa and Asia to be trained.	Misc expenses (postage/printing etc)	2,000	(Postage/printing/temporary admin staff etc)
	• Train peacekeeping personnel from Africa and Asia on modules identified and developed over a minimum of six training courses.	Trainers	33,000	(2 trainers*6 trainings*USD550*5days)
		Travel (Trainer)	49,824	(2 trainers*6 trainings*USD4,000) + TE 2*6*USD152
		DSA (trainer)	15,204	(2 trainers*6 trainings*USD181*7 days)
	Travel (trainee/participants)	189,120	(10 internationals*6 trainings*USD3000) + TE 10*6*152	

		DSA (trainee/participants)	13,032	(10 internationals*6 trainings*20%*USD181*6days)
		Accommodation and meals	36,000	(10 international + 10 local*6 trainings*USD50*6 days)
		Printing & Publication	2,000	Course materials
		Misc expenses	2,000	(Postage/printing/temporary admin staff etc)
	Conduct at least one international thematic seminar on current and pertinent multidimensional peacekeeping operations issues.	Seminar expenses	5,000	Venue, Food, Seminar materials, Facilitators, Rapporteurs etc
		Travel	21,520	International Participants + Speakers (USD2,000*10people) + 10*TEUSD152
		DSA	5,430	DSA (3days*USD181*10people)
		Misc expenses	2,000	USD2,000
<b>Project Management (to be divided under each output)</b>	Project Manager	Salary	72,000	Monthly salary+social benefit (USD3,000*24)
	Monitoring visits	Travel	400	USD50 for mileage/tol: UNDP monitoring trips (USD50*4*2 years)
	PSC and TWC meetings	Travel	800	USD50 for mileage KL-PD/PD-KL (USD50*3PSC+USD50*5TWC*2 years)
	Equipment	Information Technology Equipment (Notebook and printer, etc)	3,000	(USD2,000 for 1 notebook+USD500 for 1 printer+USD500 for software/paraphernalia)
	Misc expenses	Adverts for project manager, consultants & trainers etc	5,532	5,532
<b>GMS</b>	General Management Support (GMS) - The GMS rate of 7 per cent was set at the UNDP corporate level based on an aggregate calculation of UNDP indirect variable costs, and the required proportional contribution of Other Resources to UNDP total operational cost and will be paid based on the earn as you go method.	7%	65,420	
<b>TOTAL</b>			<b>1,000,000</b>	

\*DSA: Daily Subsistence Allowance (USD181 wef March 2009)

50% - Accommodation

6% - Breakfast

12% - Lunch

12% - Dinner

20% - Misc.



## ANNEX II: Risks and Mitigation

Description	Type	Impact & Probability	Mitigation Measures
The value of US Dollars foreign exchange against the ringgit may reduce during the project cycle	Financial	Probability: Low Impact: Medium	There will be a need to regularly monitor the exchange rate to ensure that it does not affect the budget of the project. If there are major changes, the budget will be adjusted accordingly and approved by the NSC.
There may be some delay in delivering the left hand drive four wheel drive vehicle as the regulations on importing of left hand drive cars into Malaysia and tax implications are not standardized.	Regulatory	Probability: Medium Impact: Low	The project will consult closely with Ministry of Defence and the Ministry of International Trade and Industry to mitigate any delays.
There may be some delays in the project timeline within the 2009 AWP for the following reasons: (i) a comprehensive training needs assessment may not be possible as it would require a longer period to cover all the gaps in training needs of peacekeeping operations; (ii) it is not possible to envisage an accurate timeline of the development of modules as this depends on the training needs identified and the resources to develop the modules; (iii) delays may also be caused due to challenges faced in finding the right candidate with the necessary experience for the post of project manager and consultants for the project in Malaysia.	Others	Probability: Medium Impact: Medium	The delays will need to be mitigated through (i) ensuring that all stakeholders, including international agencies involved in peacekeeping operations are involved in providing their input into identifying training needs; (ii) sound planning of the development of the modules once the training needs assessment has been conducted and (iii) the various positions within the project will be advertised in various mediums based on the budget allocated.
The timely implementation of the project could be affected if there is a pandemic outbreak of influenza in Malaysia.	Others	Probability: Medium Impact: Medium-High	There will be a need to monitor the patterns of any outbreak of influenza as and when it happens. The schedule of activities and output targets will be amended accordingly depending on the gravity of the outbreak.

### **ANNEX III: Financial arrangements**

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

UNDP may assist with direct payments to other parties for goods and services provided to the project. In this connection, the government implementing agency will forward to the UNDP a standard form.

## **ANNEX IV: UNDP ANNUAL WORK PLAN MONITORING TOOL**

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

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

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

**Expenditures:** List actual expenditures against activities complete

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

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

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

**CP Component** \_\_\_\_\_

**Implementing Partner** \_\_\_\_\_

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

## **ANNEX V: TERMS OF REFERENCE: National Steering Committee (NSC)**

The National Steering Committee (NSC) will monitor the conduct of the project and provide strategic guidance to the project team on the implementation of the project. The NSC will be chaired by the Secretary General of Ministry of Defence or someone assigned by the Secretary General.

The Policy Division of Ministry of Defence will act as Secretariat to the NSC. Members of the NSC will consist of representatives from the MINDEF, MPTC, EPU, MOFA, UNDP, Government of Japan and other relevant stakeholders to be determined by the Committee.

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

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

## **ANNEX VI: TERMS OF REFERENCE: Technical Working Committee (TWC)**

The Technical Working Committee (TWC) will assist the NSC in monitoring the conduct of the project and providing technical guidance on the implementation of the project. The TWC will act as technical advisors to the NSC. The TWC will be chaired by Commandant of MPTC and the MPTC will act as Secretariat to the TWC. The members of the TWC will consist of representatives from the MINDEF, MPTC, UNDP and other relevant stakeholders to be determined by the NSC.

The TWC will be specifically responsible for:

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

## **ANNEX VII: TERMS OF REFERENCE: National Project Director**

National Project Director is a staff member of the Government of Malaysia's implementing agency of a UNDP-supported project and in this case will be the Undersecretary of the Policy Division of the Ministry of Defence. His/her main responsibility is to coordinate project activities among the main parties to the project: the Government co-coordinating authority, the consultant, and UNDP.

Specifically, he/she works in close collaboration with the project manager, MPTC as well as UNDP and his/her responsibilities include:

- Ensuring that the project document and project revisions requiring Government's approval are processed through the Government co-coordinating authority, in accordance with established procedures;
- Preparing work plans in discussion with the project manager, MPTC, UNDP and consultants;
- Mobilizing national institutional mechanisms for smooth progress of project;
- Providing formal project/deliverable sign-off and acceptance upon verification by the Commandant of MPTC;
- Reviewing project status reports;
- Providing direction and guidance on project-related issues;
- Providing advice and guidance to the project team.

## **Annex VIII: TERMS OF REFERENCE: Project Manager**

The Project Manager will be primarily focused on the administrative, financial and operational aspects of the project. The project manager's role is to manage and coordinate the implementation of various project activities in ensuring quality and timeliness of activities and delivery of outputs. He/She will be based at the MPTC.

The specific tasks of the Project Manager are:

- Provide direction for the project based on the project document and decisions made by the TWC and NSC
- Manage and coordinate the implementation of project activities to ensure the maintenance of quality and timeliness, and delivery of outputs
- Liaise and work closely with the project partners and beneficiaries
- Report regularly to the NSC and TWC on the project's progress
- Maintain close contact with designated focal points from UNDP and other stakeholders, indicating any estimated changes to the work plan, and proposing a budget revision when appropriate
- Ensure that the requisite allocations are available in accordance with the agreed budget and established schedules of payment, if any, in consultation with MPTC and UNDP
- Coordinate and facilitate the work of multiple component teams engaged in the implementation of project activities
- Work closely with key stakeholders in the drafting and preparation of relevant Terms of Reference for local consultants.
- Monitor the project funds and resources. Prepare progress and financial reports of the project when required.
- Maintain an up-to-date accounting system to ensure accuracy and reliability of financial reporting
- Be responsible for the delivery of the project results and final outputs
- Establish a monitoring plan for activities implemented by project consultants
- Be actively involved in the preparation of relevant knowledge products (including publications and reports)
- Perform the function of ATLAS External User, creating requisitions and vouchers, and other relevant ATLAS processes

Duration: Two years

Reports to: Commandant, MPTC, National Project Director and UNDP

### Qualifications and skills:

1. Masters degree or equivalent in Social Science, Development, Peacekeeping, Management, Public Administration or a related discipline. An MBA would be an added advantage. Work experience in lieu of formal qualifications will also be considered.
2. At least 5 years experience in a supervisory capacity in NGO or private sector, with a good understanding of developmental issues, especially in relation to peacekeeping. Experience on a UNDP project would be an added advantage.
3. Some knowledge on gender and other relevant subject areas would be an advantageous.
4. Project management experience will be an asset. Candidate must be able to multitask and work independently
5. Be proactive, energetic, committed and innovative
6. Have good interpersonal skills, diligent, open-minded and dedicated. Flexible and mature person
7. Excellent writing and organization skills. Strong command of English and Bahasa Malaysia.



**ANNEX IX: Project Annual Report Template**

**DATE:**

**Award ID:**

**Description:**

**Implementing Partner:**

**Period Covered:**

**1. Project Issues:**

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

<b>OUTPUT 1:</b>						
ID						
Description:						
YYYY target:						
YYYY Achievement:						
<b>Activity ID:</b>						
Deliverable Description:						
Start and End Date:						
% Progress to date						
Quality Criteria		Date	Results of Activities			
			User Perspective	Resource Status	Timeliness	
Financial						
Account	Fund	Donor	R. Party	Budget	Expenditure	Balance
<b>OUTPUT 2:</b>						
Project ID						
Description:						
YYYY Target:						
YYYY Achievement						
<b>Activity ID:</b>						
Deliverable Description:						
Start and End Date:						
% Progress to date						
Quality Criteria		Date	Results of Activities			
			User Perspective	Resource Status	Timeliness	
Financial Summary						
Account	Fund	Donor	R. Party	Budget	Expenditure	Balance

**3. Lessons Learned**

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**ANNEX X: FACE Form for Direct Payment**

**Funding Authorization and Certificate of Expenditures**

UN  
Agency: UNDP

Date: DD/MM/YYYY

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

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

Currency: \_\_\_\_\_

**REPORTING**

**REQUESTS / AUTHORIZATIONS**

Activity Description from AWP with Duration
XXXXXXXXXXXX (MM/YYYY - MM/YYYY)
XXXXXXXXXXXX (MM/YYYY - MM/YYYY)
XXXXXXXXXXXX (MM/YYYY - MM/YYYY)

Coding for UNDP, UNFPA and WFP

Authorised Amount <u>MM-MM YYYY</u> A	Actual Project Expenditure B	Expenditures accepted by Agency C	Balance D = A - C

New Request Period & Amount <u>MM-MM YYYY</u> E	Authorised Amount F	Outstanding Authorised Amount G = D + F

Total		0	0	0	0	0	0	0
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**CERTIFICATION**

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

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

Date

Submitted: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

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

**FOR AGENCY USE ONLY:**

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

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

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