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

Project Title:	Capacity Building Support for Malaysia's Role in Multidimensional Peacekeeping Training: Phase II Project
UNDAF Outcome(s):	Not applicable
Expected CP Outcome(s):	International Cooperation efforts to accelerate global MDGs achievement by 2015 and strengthen governance through anti-corruption measures in developing countries will have increased and become more effective and strategic.
Expected Output(s):	Knowledge and capacity of national peacekeeping training centers and personnel in the South to address emerging issues affecting civilians, especially women in conflict and post-conflict environments strengthened.
Executing Entity:	Ministry of Defence and the Malaysian Armed Forces
Implementing Partner:	Policy and Strategic Division, Ministry of Defence; and the Defence Training and Operations Division, and the Malaysian Peacekeeping Center, Malaysian Armed Forces Headquarters.



Brief Description

This project aims to strengthen the Malaysian Peacekeeping Center's (MPC) capacity in providing multidimensional peacekeeping training as well as research. The project will develop three training manuals that will address some of the training needs of peacekeepers who have to operate within the context of a complex and multidimensional peacekeeping environment that involves multiple actors with divergent roles and mandates. The project will focus on developing training manuals in the area of gender, cultural diversity in peacekeeping operations and protection of civilians. The training manuals will then be utilised to train peacekeeping trainers and officers from the military, police and civil society, particularly from Asia and Africa. The project will also seek to enhance MPCs research capacity in producing research materials on emerging peacekeeping issues so that Malaysia's vast experience in peacekeeping can be shared for the mutual benefit of the global peacekeeping community.

<p>Programme Period: 2014-2015</p> <p>Key Result Area (Strategic Plan): <i>Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change</i></p> <p>Atlas Award ID: _____</p> <p>Start date: _____</p> <p>End Date: _____</p> <p>LPAC Meeting Date: 16 January 2014</p> <p>Management Arrangements: NIM</p>	<table> <tr> <td>2014 AWP budget:</td> <td>USD282,026</td> </tr> <tr> <td>2015 AWP budget:</td> <td>USD180,764</td> </tr> <tr> <td>Total resources required</td> <td>USD462,790</td> </tr> </table> <p>Total allocated resources:</p> <ul style="list-style-type: none"> • Regular (UNDP TRAC) USD32,000 • Government (Cost Sharing) USD129,086 <li style="padding-left: 20px;">GMS (6%) USD7,745 • Royal Embassy of Norway USD161,078 <li style="padding-left: 20px;">GMS (7%) USD11,275 • Government of Japan USD140,626 <li style="padding-left: 20px;">GMS (7%) USD9,844 <hr/> <p>TOTAL USD491,654</p> <p>Government of Malaysia (GoM) In-kind Contributions USD284,134.94</p>	2014 AWP budget:	USD282,026	2015 AWP budget:	USD180,764	Total resources required	USD462,790
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Agreed by (Government of Malaysia):



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

Agreed by (UNDP):



Michelle Gyles-McDonnough
 Resident Representative **20 MAR 2014**
 United Nations Development Programme



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ABBREVIATIONS

APR	Annual Progress Report
AWP	Annual Work Plan
CDR	Combined Delivery Report
CP	Country Programme
CPAP	Country Programme Action Plan
EPU	Economic Planning Unit, Prime Minister's Department
CS	Cost sharing
IC	Individual contract
LPAC	Local Project Appraisal Committee
MAF	Malaysian Armed Forces
MDGs	Millennium Development Goals
MINDEF	Ministry of Defence
MOFA	Ministry of Foreign Affairs
MDCP	Malaysian Defence Cooperation Programme
MPC	Malaysian Peacekeeping Centre
NIM	National Implementation Modality
NPD	National Project Director
PKO	Peacekeeping Operations
NSC	National Steering Committee
SBAA	Standard Basic Assistance Agreement
SCR	Security Council Resolutions
SGTM	Standardised Generic Training Modules
TWC	Technical Working Committee
UN	United Nations
UNDP	United Nations Development Programme
UN DPKO	United Nations Department of Peacekeeping Operations

I. SITUATION ANALYSIS

Background

From 2010 to 2012, UNDP Malaysia and the Malaysian Ministry of Defence with the support of the UNDP-Japanese Partnership Fund, successfully implemented the *Capacity Building Support for Malaysia's Role in Multidimensional Peacekeeping Training* project. This project supported the role of the Malaysian Peacekeeping Centre (MPC) in providing multidimensional peacekeeping training to peacekeeping personnel and trainers from 30 countries in Asia and Africa. The project covered two important areas of peacekeeping operations i.e. civil-military coordination and gender.

The two key project outputs were 1) Institutional capacity building of MPC to provide multidimensional peacekeeping training analysed, identified, and developed, and 2) Knowledge and capacity of peacekeeping trainers and personnel engaged in multidimensional peacekeeping training and operations strengthened. In line with these outputs and by developing new manuals and conducting training programmes as well as seminars, the capacity of 372 Malaysian and international military and civilian personnel in peacekeeping operations were built, and the capacity of MPC as a multidimensional training centre strengthened. As of 2012, the civil-military coordination course became a permanent course offered in MPC and the training provided by its trainers independently. Under this project, an international gender and peacekeeping seminar was also held in Malaysia for the very first time, providing the country a platform to provide input into global perspectives on the issue.

The project underwent an evaluation¹ upon its completion with positive results. Nevertheless, the evaluation also provided several recommendations for further improvements to such initiatives and which have been considered under this phase of the project. These recommendations included the need to continue supporting MPC to build its capacity for multidimensional peacekeeping training given the the wider, complex and evolving nature of expertise required in peacekeeping operations. The report also recommended that gender in peacekeeping operations training as well as new areas for multidimensional peace keeping training is introduced in MPC. The report further recommended that MPC broaden its mandate and scope, which it did in 2013 and this includes strengthening its research and development role in developing modules and research materials in peacekeeping operations. The report however stated that this role cannot be expanded without building the capacities of the Center itself and that one of the means for doing so is to develop collaborations and partnerships with other national and regional institutions.

Current Scenario

With over 116,000 deployed personnel across 15 missions, the scale of UN peacekeeping today is unprecedented. The diversity of mission mandates stretches the UN's capacity to deliver on all tasks. Moreover, new peacekeeping tasks are being developed and require high numbers of police and civilian specialists, experts that are in limited supply globally. In view of this, continuous dialogues take place between the UN Secretariat and Member States on how to reinvigorate the peacekeeping partnership with a view to improving the effectiveness of operations on the ground.

A result of one of these dialogues, the document *A New Partnership Agenda: Charting a New Horizon for United Nations Peacekeeping'* (2009) was developed by the UN Department of Peacekeeping Operations (DPKO) which called for a renewed UN peacekeeping partnership to set a new horizon – a set of achievable immediate, medium and long term goals – to help configure UN peacekeeping to meet the challenges of today and in the future.

¹ Evaluation Report of Project on Capacity Building Support for Malaysia's role in Multidimensional Peacekeeping Training (November 2012)

One of the key areas highlighted was the need to focus on peacekeepers' skills, capacity and the willingness to deliver required results, by exploring new ways to identify, raise, train, equip, support and sustain the civilian, police and military capabilities that modern peacekeeping requires.

One of the main implementation of this approach has been focused on strengthening the training and education of personnel across peacekeeping components through both pre-deployment training manuals and mission-specific, scenario-based training and exercises.

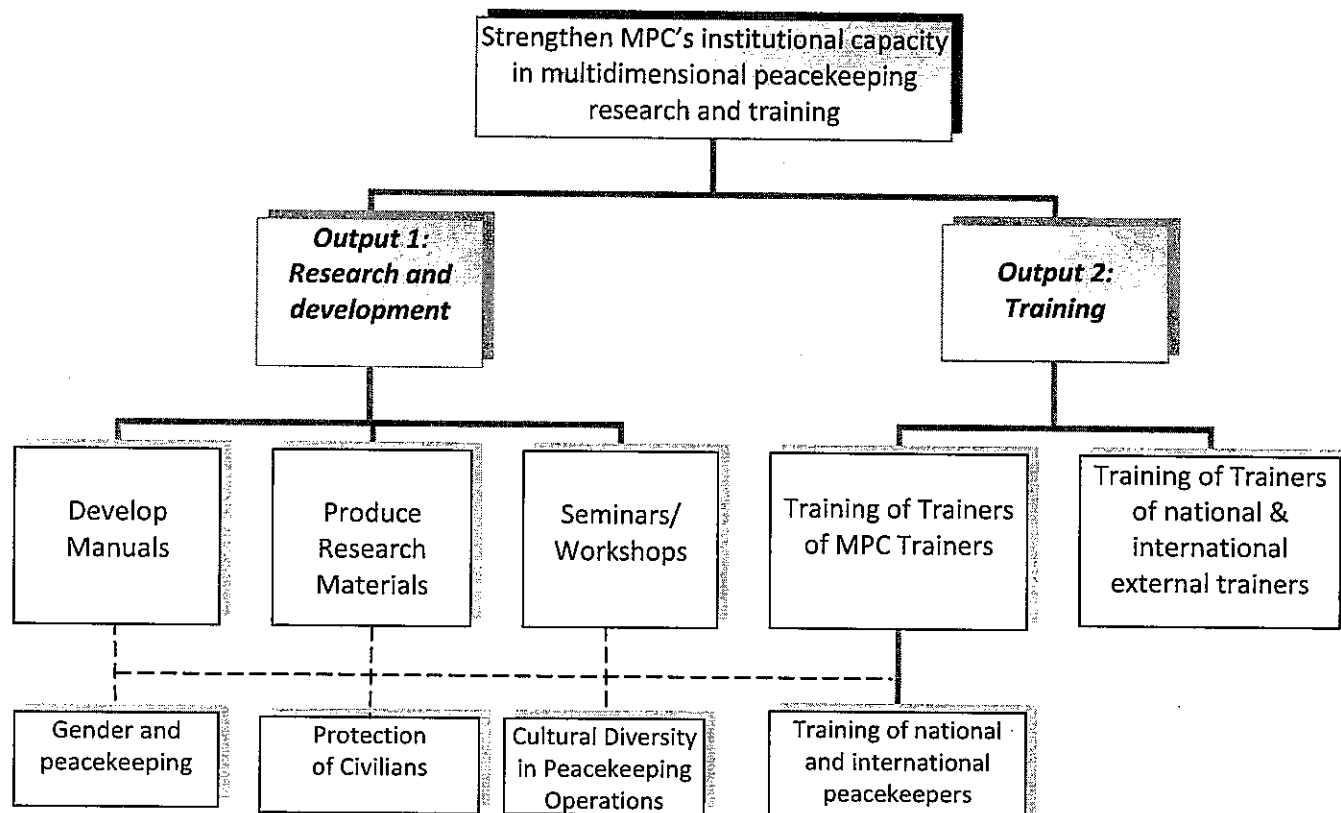
In view of the above and building on the success of the project implemented with the Malaysian Ministry of Defence and MPC, the project seeks to support to the Government of Malaysia to further strengthen its capacity in providing multidimensional peacekeeping training, particularly to peacekeeping personnel from Asia and Africa, as they form the largest number of peacekeeping troops today.

II. STRATEGY

Phase II of the project will build on Phase I of the project, in strengthening MPCs capacity to provide multidimensional peacekeeping training of international standards. Phase II of the project however also aims to support MPC's long term aims of increasing its role as a premium international research and development peacekeeping center.²

Project Outputs

The project outputs will be structured as follows:



Areas of Training

Building on Phase I of the Project: Gender and Peacekeeping

Building on the success of the gender and peacekeeping seminar of Phase 1 – which saw international speakers from UN agencies, peacekeeping training centres and UN peacekeeping missions – and other key stakeholder discussions held during Phase I of the project; Phase II will focus on building the capacity of MPC to provide gender and peacekeeping courses as one of its core subject areas.

This area continues to be of particular importance as peacekeeping personnel are mandated to safeguard the human rights of all those whom they are called upon to protect and, in so doing, to integrate gender perspectives into their work in compliance with the United Nations Charter,

² The draft MPC Blueprint, developed in 2012, states that the mission of MPC will be to "produce competent peacekeepers from the armed forces, police and civilians organizations, both local and international, for peacekeeping operations through training, research and development of programmes".

international human rights instruments and Security Council Resolution mandates, including resolution 1325 on women, peace and security. The UN Department of Peacekeeping Operations Policy Directive on Gender Equality in UN Peacekeeping Operations (2006) also states that all induction and training activities for peacekeeping personnel, including training manuals developed for different substantive areas, shall include appropriate gender components. Any session on gender issues shall be delivered by trainers with relevant levels of expertise as part of ongoing capacity development of peacekeeping personnel. All materials prepared for pre-deployment training for uniformed personnel, shall cover the role and rationale of work for gender equality and the empowerment of women in peacekeeping contexts. Troop and Police Contributing Countries are also encouraged and supported to employ local gender expertise for the delivery of such training.

The issue of gender in peacekeeping however will not only be a standalone manual, but will also be a cross-cutting issue in the other manuals below, as it was in the civil military coordination manual that was developed under Phase I of the project to ensure that gender perspectives are also taken into consideration in other aspects of peacekeeping concepts and operations.

Protection of Civilians

Since 1999, the Security Council has tasked United Nations peacekeeping operations with protecting civilians from the imminent threat of physical violence. While the presence of a peacekeeping mission often generate high expectations among the host population and broader international community, the numbers and capabilities of United Nations peacekeepers in the area of protection are finite and other key mandated tasks assigned to United Nations peacekeepers often put a strain on the human and material resources available for the protection of civilians.

Within these inherent challenges and limitations of protection of civilians (POC), the UN Secretariat and Member States have jointly engaged in a comprehensive effort to boost the capacity of United Nations peacekeeping operations to implement POC tasks to maximum effect. In 2010, the Special Committee on Peacekeeping Operations called for the preparation of a strategic framework with elements and parameters for mission-wide POC strategies, training manuals, and identification of resource and capability requirements to carry out POC mandates effectively. In view of this, one of the key training areas to be developed and carried out under this project is on the protection of civilians.

Cultural Diversity in Peacekeeping Operations

Today's peacekeeping operations are complex due to the challenging interrelated multitask operations which range from disarmament, demobilization and reintegration (DDR); humanitarian assistance; institution building; to strengthening the rule of law, to mention a few. As a result, the functional and the operational level of peacekeeping operations have become multidimensional and multilateral as well as and multinational and multicultural.

Peacekeeping operations have also seen a rising number of peacekeepers with over 100 different UN troop and police contributing countries and who are in contact with local populations, whose cultural backgrounds differ from those of the operation and its members. Every peace operation also tend to have the wider political interests of a global political culture that are reflected in the mandate and composition of particular operations, thereby influencing the perceived legitimacy of peacekeepers as either occupying forces or as part of a supporting mission. All these factors can potentially lead to culturally-based misunderstandings and conflict.

Given this scenario, peacekeepers are expected to manage and adapt to different multicultural settings that they will encounter in their interactions with host communities; with peacekeepers from other nationalities, and in relation to the occupational and institutional differences within their own mission. Thus, the need to deploy peacekeepers who are capable of working and communicating effectively within a dynamic multicultural environment is important.

The overall need to change the culture of peacekeeping towards addressing the multidisciplinary tasks of 21st century peacekeeping and peace enforcement was identified by the *Brahimi Report*. Although this report did not address the issue of cultural training directly, it did identify the need to improve training of personnel deployed to peace operations.

While current peacekeepers are bound by a Code of Conduct, which informs them about their responsibilities and prohibits any form of immoral acts, psychological abuse or exploitation of the local population, especially women and children, there remain reports on the misconduct of individual peacekeepers in the field. This seems to suggest that the UN core values are not embraced by all peacekeepers, and that the UN code of conduct may have little impact on actual behaviour, and that cultural competencies may be considerably lacking amongst peacekeepers.

Currently, the Level 1 UN peacekeeper training on cultural awareness is based on the UN Standardised Generic Training Module (SGTM 5B), which deals with "the attitudes and behaviours of United Nations Peacekeepers". The content of SGTM 5B provides for a basic introduction and background of the concept of culture and a simple understanding of how culture impacts on cross-cultural relations within the peacekeeping context. A total of ninety minutes is recommended for delivering the syllabus which therefore allows only for a general introduction into cultural concepts. This however does not seem adequate for addressing the various cultural complexities peacekeepers face in their daily interactions. Given the need for a more comprehensive training on understanding and managing multicultural peacekeeping operations, and Malaysia's multicultural context and its extensive and positive experience participating in over 25 UN peacekeeping operations since 1960, the project will facilitate the development of a training course on cultural diversity in peacekeeping operations.

The project will consist of two outputs:

1. Institutional capacity building and support to the research and development cell of MPC with a focus on gender, protection of civilians and cultural diversity in peacekeeping operations.
2. Capacity building of peacekeeping trainers and personnel particularly from Asia and Africa in gender, protection of civilians and cultural diversity in peacekeeping operations.

Output 1: Institutional capacity building and support to the research and development branch of MPC with a focus on gender, protection of civilians and cultural diversity in peacekeeping operations

MPC has been preparing Malaysian armed forces as well as civilian personnel from non-governmental organizations to understand and carry out operational duties in peacekeeping missions since 1996. While the participants are primarily Malaysian there are also those who come from other countries under the Malaysian Defence Cooperation Programme (MDCP).³ MPC has

³ The MDCP is an assistance programme aimed at providing training to foreign armed forces personnel and defence civilians in the field of military training and defence 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.

well equipped facilities and has been continuously building its resource base in order to improve and expand its training programmes. One area that could be given greater focus and which will contribute significantly in building the credibility of MPC as an internationally recognised peacekeeping centre is to strengthen its research and development capabilities.

The project aims to support the research and development branch of MPC to develop in-house peacekeeping training manuals and continuous research by facilitating the provision of up-to-date analysis and findings on current and emerging peacekeeping issues. In order to sustain the continuity and growth of this branch, the project will also support MPC in its strategies to strengthen this branch, and assist in developing research partnerships between MPC and other national and international research and learning institutes so that it may gain increased access to new ideas and best practices; as well as technical expertise and resources.

Under this project component, events such seminars and workshops will be held and serve as platforms for exchanging ideas and opinions as well as sharing of experiences on pertinent peacekeeping issues. These events are also expected to run in collaboration with relevant UN agencies, other training institutions and/or international agencies and NGOs.

The project will also assist in producing a bi-yearly bulletin on current and emerging peacekeeping research, as well as on MPC's activities as MPC's pilot knowledge product.

Output 2: Capacity building of peacekeeping trainers and personnel particularly from Asia and Africa in gender, protection of civilians and cultural diversity in peacekeeping operations

This component of the project will comprise of the training of trainers newly developed manuals developed under Output 1 as well as training of national and international peacekeeping personnel. It is also anticipated that the police and civilian peacekeeping actors will also be invited to participate in the training.

2.1 Capacity building of training staff from MPC and other international peacekeeping training centres

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 MPC and other peacekeeping training centres will be identified so that they will be trained on the new manuals developed under this project as the manuals 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 MAF or through partnerships with relevant training centres. The project will also support the airfare of selected staff from MPC to attend capacity building courses in international peacekeeping training centres in order to provide them with training and exposure based on international best practices. These staff members are then expected to share the knowledge and experience obtained with other staff from MPC and contributes to research materials produced by MPC.

2.2 Capacity building of peacekeeping personnel from Asia and Africa

The main component of this project will be focused on the capacity development of national and international peacekeeping personnel. The participants should be current 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 the participation of female participants will be required)).

The participants will be identified from different countries through different UNDP country offices and relevant partners as well as through the Malaysian Defence Cooperation Programme (MDCP) the MAF's programme to support the capacity building of military personnel in peacekeeping operations from developing countries. In line with its multidimensional approach, the project will also seek to include 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.

The training under this component will be provided by both MPC trainers and external short term experts that will have to be contracted or trainers sourced from partnerships with the relevant training centres.

Partnership strategy

The project will be implemented in close collaboration between UNDP, the Policy and Strategic Division, Ministry of Defence; the Defence Training and Operations Division, Malaysian Armed Forces Headquarters; and the Malaysian Peacekeeping Center.

Within this partnership, different components of the project will be funded from multiple sources (as stated on the cover page) including the government of Malaysia's in kind contribution to the project, namely the full funding support for participants to attend the trainings developed under the project as part of its MDCP. All training of trainers, seminars and workshops however will be funded under the project.

The project will also seek to build partnerships with national and international institutions in providing subject matter experts to develop manuals, train and provide research materials on gender, protection of civilians and cultural diversity in peacekeeping operations.

Sustainability

As in Phase 1, particular consideration will be given to this phase of the project on the sustainability of the trainings and research materials developed so that MPC will be able to run the training and produce the materials at the same level after the UNDP project cycle has completed. Some of the means for doing so has already been built into the design of the project such as the training of MPC's current trainers so that they will continue the training, and for the funding of participants for the training courses to be bourn under the MDCP, which would ensure that the trainings conducted under this project will be sustained in the future through internal budgetary allocations.

Accordingly, several strategies will be explored and pursued to establish a network of partners for this purpose. Participation to international trainings will also expose MPC staff to global trends and provide inspiration for the development of innovative approaches towards sustainability.

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

Communication strategy and knowledge management

One of the important elements of this project will be the documentation and production of the training manuals as well as the formulation of a dissemination strategy of the manuals so that other peacekeepers and training centres may benefit from the knowledge provided in the manuals. The bi-yearly research and information on current and emerging peacekeeping issues will also be shared on the MPC website and other appropriate platforms.

Activities that will cover awareness raising and information-sharing on the training manuals and MPC 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 on the project on the MPC website. Events such as the seminars and workshops will additionally be used as platforms to raise awareness and share knowledge.

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

III. RESULTS AND RESOURCES FRAMEWORK

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

Outcome 3: International Cooperation efforts to accelerate global MDGs achievement by 2015 and strengthen governance through anti-corruption measures in developing countries will have increased and become more effective and strategic.

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

Outcome 3 indicators:

(a) numbers of countries supported by the Government of Malaysia to accelerate their MDG achievements, especially MDGs 1 and 3, through South-South cooperation
Indicator 3.1: Number of initiatives developed to achieve MDG goals in targeted countries, with a focus on gender issues dealing with economic and political empowerment of women and eliminating all forms of discrimination against women.

Target 3.1: Two national agencies strengthened by 2015 to provide medium to long term technical advisory and capacity building initiatives for developing countries focused on policies and monitoring and evaluation frameworks for poverty eradication and gender related economic, political empowerment and UN peacekeeping.

Applicable Key Result Area (from 2014-17 Strategic Plan): Outcome 6: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change

Partnership Strategy: The Ministry of Defence and the Operations and Trainings Branch of the Malaysian Armed Forces Headquarters will be the implementing agency with the MPC 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.

Project title: Capacity Building Support for Malaysia's Role in Multidimensional Peacekeeping Training: Phase II Project

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p>Output 1:</p> <p>Institutional capacity building and support to the research and development cell of MPC with a focus on gender, protection of civilians and cultural diversity in peacekeeping operations.</p> <p><i>Baseline:</i></p> <p>1. MPC currently provides core (military focused) peacekeeping training using standard UNDPKO training manuals and one multidimensional training course developed under Phase 1 of this project as follows:</p> <p>i. UN Military Observers Course</p>	<p>Targets (2014)</p> <ul style="list-style-type: none"> - Development of training manual on gender. - Development of training manual on cultural diversity in peacekeeping operations. - Development of strategy, partnerships and structure for strengthening research and development cell. 	<p>Establish project coordination and implementation team</p> <ul style="list-style-type: none"> • Identify a project coordinator from MPC to initiate the project in 2013 • Conduct first NSC meeting <p>Produce training manual on gender and peacekeeping</p> <p>Review and revise training manual from Phase 1 and develop schedule and presentations on gender</p> <ul style="list-style-type: none"> • Appoint consultant • Conduct meeting(s)/workshop(s) to review and revise manual. • Produce and print gender and peacekeeping operations manual 	<p>MINDEF MAF MPC UNDP</p>	<p><u>Gender module</u> Consultant/Consulting firm Travel</p> <p><u>Cultural diversity module</u> Consultant/Consulting firm Travel</p>

<p>(UNMOC)</p> <ul style="list-style-type: none"> ii. UN Staff Officer Training/Peacekeeping training Course (UNSOC) iii. UN Logistics (UNLOC) iv. Peace Support Operations Instructors Course (PSOIC) v. Civil-military coordination <p><i>Indicators:</i></p> <ul style="list-style-type: none"> • 3 new training manuals developed. • At least 4 research bulletins produced. 		<p>Develop training manual on cultural diversity in peacekeeping operations</p> <ul style="list-style-type: none"> • Develop training manual (including schedule and presentations) on cultural diversity in peacekeeping operations • Appoint consultant(s) to draft manual. • Conduct meeting(s)/workshop(s) to discuss manual content. • Produce and print manual. <p>Develop research bulletins</p> <ul style="list-style-type: none"> • Establish core research and development as well as editorial team(s)/committee(s) to produce MPC's bi-yearly bulletin • Develop TOR and workplans for the core research and development and editorial team(s)/committees 	
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	<p>Targets (2014)</p> <ul style="list-style-type: none"> - Development of training manuals on protection of civilians - Conduct seminar(s). - Produce and disseminate research bulletins. 	<p>Develop training manual on protection of civilians</p> <ul style="list-style-type: none"> • Develop training manual (including schedule and presentations) on protection of civilians • Appoint consultant(s) • Conduct meeting(s)/workshop(s) to discuss manual content. • Produce and print manual. <p>Seminars</p> <ul style="list-style-type: none"> • Conduct seminar on gender <p>Produce research bulletins</p> <ul style="list-style-type: none"> • Produce first research bulletin • Develop format, schedule and themes • Source/collate contents and graphics • Produce bulletin and upload on MPC website, and print limited copies for distribution. 		<p><u>Protection of civilian module</u> Consultant/Consulting firm Travel</p> <p><u>Gender Seminar</u> Workshop/Trainings</p> <p><u>Research Bulletins</u> Printing & Publication</p>
<p>Targets (2015)</p> <ul style="list-style-type: none"> - Conduct seminar(s) - Produce and disseminate research bulletins. 		<p>Seminars</p> <ul style="list-style-type: none"> • Conduct seminars on cultural diversity and protection of civilians <p>Produce research bulletins</p> <ul style="list-style-type: none"> • Continue producing research bulletin • Develop format, schedule and themes • Source/collate contents and graphics • Produce bulletin and upload on MPC website, and print limited copies for distribution. 	<p>MINDEF MAF MPC UNDP</p>	<p><u>Cultural diversity and protection of civilians seminars</u> Workshop/Trainings</p> <p><u>Research Bulletins</u> Printing & Publication</p>

<p>Output 2: Capacity building of peacekeeping trainers and personnel particularly from Asia in gender, protection of civilians and cultural diversity in peacekeeping operations</p> <p><i>Baseline:</i> MPC currently trains peacekeeping personnel in the following courses:</p> <ol style="list-style-type: none"> 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) v. Civil-military coordination <p><i>Indicators:</i> MPC to provide the following courses as part of its curriculum:</p> <ol style="list-style-type: none"> i. Gender and peacekeeping ii. Cultural diversity in peacekeeping operations iii. Protection of civilians 	<p>Target (2014)</p> <ul style="list-style-type: none"> - Implementation of Training of Trainers programmes on gender and cultural diversity - Build capacity of MPC trainers in gender/protection of civilians - Implementation of peacekeeping training on gender 	<p>Establish project coordination and implementation team</p> <ul style="list-style-type: none"> ▪ Appoint an external project coordinator <p>Conduct training of trainers courses on gender and cultural diversity</p> <ul style="list-style-type: none"> • Identify and appoint trainers who will provide training of trainers in MPC on the developed training manuals. • Train MPC training staff on the manuals. • Identify national (MAF), international and civilian participants. • Conduct Training of Trainers courses on manuals. <p>Conduct training on gender</p> <ul style="list-style-type: none"> • Identify and/or appoint trainers who will provide training in MPC on the developed training manuals. • Identify national (MAF), international and civilian participants. • Conduct training <p>Build capacity of MPC trainers</p> <ul style="list-style-type: none"> • Identify MPC trainers and courses conducted by international peacekeeping training centres for trainers to attend. 	<p>MINDEF MAF MPC UNDP</p>	<p><u><i>IOT on gender</i></u> Consultant trainers Travel Workshops/Training</p> <p><u><i>IOT on cultural diversity</i></u> Consultant trainers Travel Workshops/Training</p> <p><u><i>Training on gender</i></u> Consultant trainers Travel Workshops/Training</p> <p><u><i>MPC capacity building</i></u> Travel</p> <p><u><i>IOT on protection of civilians</i></u> Consultant trainers Travel Workshops/Training</p> <p><u><i>Training on cultural diversity</i></u> Consultant trainers Travel Workshops/Training</p>
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	<p>Targets (2015)</p> <ul style="list-style-type: none"> - Implementation of the training of trainers programme on protection of civilians - Implementation of peacekeeping training cultural diversity and protection of civilians 	<p>Conduct training of trainers courses on protection of civilians</p> <ul style="list-style-type: none"> • Identify and appoint trainers who will provide training of trainers in MPC on the developed training manual. • Train MPC training staff on the manuals. • Identify national (MAF), international and civilian participants. • Conduct Training of Trainers courses on manual. <p>Conduct training on cultural diversity and protection of civilians</p> <ul style="list-style-type: none"> • Identify and/or appoint trainers who will provide training in MPC on the developed training manuals. • Identify national (MAF), international and civilian participants. • Conduct training <p>Build capacity of MPC trainers</p> <ul style="list-style-type: none"> • Identify MPC trainers and courses conducted by international peacekeeping training centres for trainers to attend. 		<p><u>Training on protection of civilians</u></p> <p>Consultant trainers Travel Workshops/Training</p> <p><u>MPC capacity building</u> Travel</p>
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<p>Project Management and Monitoring and Evaluation</p>	<p>Targets 2014-2015</p> <ul style="list-style-type: none"> - Project Management and Monitoring and Evaluation <ul style="list-style-type: none"> • Reference: Section V: Management Arrangements • Reference Section VI: Monitoring and Evaluation - Project roles as outlined in the <i>CPAP 2013-2015: National Implementation Modality – Roles and Responsibilities</i> are fully implemented. 	<ul style="list-style-type: none"> • Support the financial management by MINDEF, MAF and MPC to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable); • Support the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by MINDEF, MAF and MPC in a timely manner; • Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner; • Provision of Project Support Services from UNDP (if applicable). 	<p>UNDP</p>	<p><u>Project Coordinator</u> Service Contract</p> <p><u>UNDP Support Services and Direct Project Costs inclusive of travel, technical assistance, etc.</u> Misc.</p>
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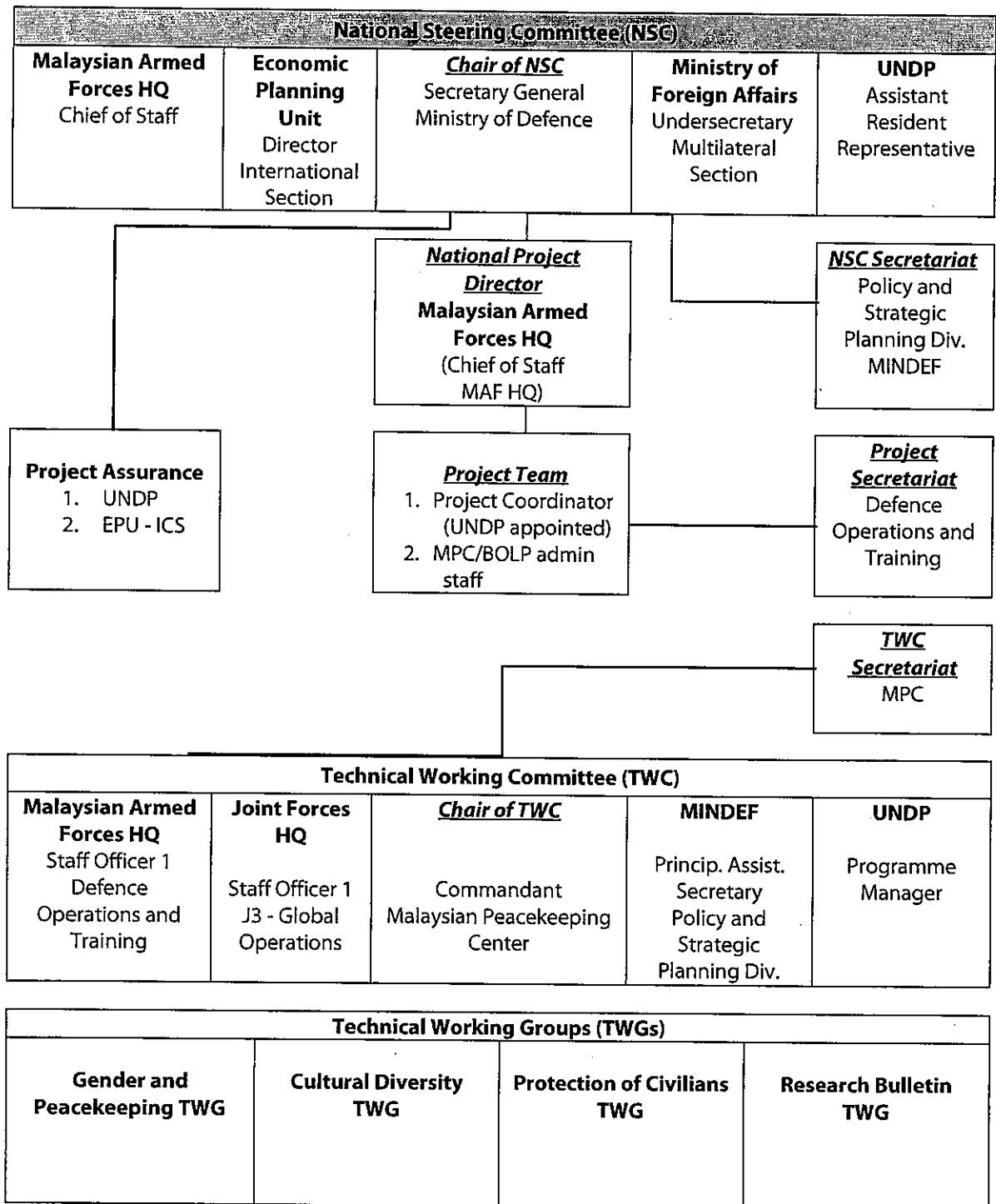
IV. PROJECT BUDGET

OUTPUTS	Activities	Input	Description	Fund ID/Donor	2014	2015	Amount (USD)	GON	GOJ	TRAC	CS
Output 1: Institutional capacity building and support to the research and development cell of MPC with a focus on gender, protection of civilians and cultural diversity in peacekeeping operations.	Activity 1.1: Gender										
	Develop and/or review modules on gender and peacekeeping	Consulting firm	(40 days*USD600)	GoN	20,000	-	20,000	20,000	-	-	-
		Travel	(1 trip*USD2500)	GoN	2,500	-	2,500	2,500	-	-	-
	Conduct seminar	DSA + TE	(1 trip*5 days*USD241) + (152)	GoN	1,500	-	1,500	1,500	-	-	-
		Workshops/Training		GoN	30,400	-	30,400	30,400	-	-	-
		Subtotal			54,400		54,400				
	Activity 1.2: Cultural Diversity in PKO										
	Develop modules on CDPKO	Consulting firm	(40 days*USD600)	CS	20,000	-	20,000	-	-	-	20,000
		Travel	(1 trip*USD2500)	CS	2,500	-	2,500	-	-	-	2,500
	Conduct seminar	DSA + TE	(1 trip*5 days*USD241) + (152)	CS	1,500	-	1,500	-	-	-	1,500
	Workshops/Training		CS	24,000	20,000	20,000	20,000	-	-	-	20,000
	Subtotal			24,000	20,000	44,000					
Activity 1.3: Protection of civilians											
Develop modules on POC	Consulting firm	(40 days*USD500)	GoJ	20,000	-	20,000	-	20,000	-	-	-
	Travel	(1 trip*USD2500)	GoJ	2,500	-	2,500	-	2,500	-	-	-
Conduct seminar	DSA + TE	(1 trip*5 days*USD241) + (152)	GoJ	1,500	-	1,500	-	1,500	-	-	-
	Workshops/Training		GoJ	24,000	20,000	20,000	20,000	-	-	-	-
	Subtotal			24,000	20,000	44,000					
Activity 1.4: Develop Research Bulletin											
Printing and Publication	Printing and Publication			Trac	10,000	5000	15,000	15,000	-	-	-
	Misc.			Trac	3000	2000	5,000	5,000	-	-	-
	Subtotal				13,000	7000	20,000				
Output 2: Capacity building of training staff from MPC and other international peacekeeping training centres	Activity 2.1: Gender training										
	Provide Training of Trainers course on gender.	Consultant trainer(s)	2*USD600/day*5	GoN	6,000	-	6,000	6,000	-	-	-
		Travel	(2*USD2500)	GoN	5,000	-	5,000	5,000	-	-	-
		DSA + TE	(2*7 days*USD241) + (2*152)	GoN	3,678	-	3,678	3,678	-	-	-
		Workshops/Training	7 days*40*RM150 (accommodation and food) + 7 days*15*RM27 (daily allowance/MDCP rate) + 3 (US ex) + Air Travel (10 internationals*2,000) + Misc. (USD1,500)								
		Consultant trainer(s)	2*USD600/day*5	GoN	36,500	-	36,500	36,500	-	-	-
		Travel	(1 trip*USD2000)	GoN	6,000	-	6,000	6,000	-	-	-
		DSA + TE	(1 trip*5 days*USD241) + (152)	GoN	2,000	-	2,000	2,000	-	-	-
		Subtotal			60,678		60,678				

Activity 2.2: Cultural Diversity in PKO (CDPKO)										
Provide Training of Trainers course on CDPKO.	Consultant trainer(s)	2*USD600/day*5	CS	6,000	-	6,000	-	6,000	-	6,000
	Travel	(2*USD2500)	CS	5,000	-	5,000	-	-	-	5,000
	DSA + TE	(2*7 days*USD241) + (2*152)	CS	3,678	-	3,678	-	-	-	3,678
	Workshops/Training	7 days*40*RM150 (accommodation and food) + 7 days*15*RM27 (daily allowance/MDCP rate) + 3 (US ex) + Air Travel (10 internationals*2,000) + Misc (USD1,500)	CS	36,500	-	36,500	-	-	-	36,500
Provide training on CDPKO.	Consultant trainer(s)	2*USD600/day*5	CS	6,000	-	6,000	-	-	-	6,000
	Travel	(2*USD2000)	CS	4,000	-	4,000	-	-	-	4,000
	DSA + TE	(2*7 days*USD241) + (2*152)	CS	3,678	-	3,678	-	-	-	3,678
	Subtotal			51,178		13,678		64,856		
Activity 2.3: Protection of Civilians (POC)										
Provide Training of Trainers course on POC.	Consultant trainer(s)	2*USD600/day*5	GoJ	-	6,000	6,000	-	-	6,000	-
	Travel	(2*USD2500)	GoJ	-	5,000	5,000	-	-	5,000	-
	DSA + TE	(2*7 days*USD241) + (2*152)	GoJ	-	3,678	3,678	-	-	3,678	-
	Workshops/Training	7 days*40*RM150 (accommodation and food) + 7 days*15*RM27 (daily allowance/MDCP rate) + 3 (US ex) + Air Travel (10 internationals*2,000) + Misc (USD1,500)	GoJ	-	36,500	36,500	-	-	36,500	-
Provide training on POC.	Consultant trainer(s)	2*USD600/day*5	GoJ	-	6,000	6,000	-	-	6,000	-
	Travel	(2*USD2000)	GoJ	-	4,000	4,000	-	-	4,000	-
	DSA + TE	(2*7 days*USD241) + (2*152)	GoJ	-	3,678	3,678	-	-	3,678	-
	Subtotal					64,856				
Activity 2.4: Capacity building of MPC trainers										
Capacity building of MPC trainers in peacekeeping training and operations		USD2500*2persons*2 courses*2 years								
	Travel		Trac	10,000	10,000	20,000	10,000	10,000	10,000	10,000
	Subtotal			10,000	10,000	20,000	10,000	20,000	10,000	10,000
Activity 3: Project Management										
Project Coordinator	Service Contract	(SB3-Peg 3)	GoN/GoJ	26,000	26,000	52,000	13,000	26,000	13,000	13,000
Monitoring visits	Travel	UNDP monitoring trips	Trac	2,000	1,000	3,000	-	-	-	3,000
Misc expenses			CS/GoJ/GON	8,770	11,230	20,000	3,000	5,770	-	11,230
Implementing Support Services (ISS)			CS	8,000	7,000	15,000	-	-	-	15,000
	Subtotal			44,770	45,230	90,000	16,000	31,770	13,000	15,000
			Subtotal	282,026	180,764	462,790	161,078	140,626	32,000	129,086
			GMS			28,864	11,275	9,844		7,745
			TOTAL PROGRAMMABLE BUDGET			491,654	172,353	150,470	32,000	136,831

Output 3: Project Management (3 years)

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, MAF, EPU, MOFA and UNDP. The TORs of the NSC shall be agreed among the stakeholders within the first six months of the project. The Chair of the NSC will be the Secretary General of MINDEF. See Annex 7 for the TOR.

National Project Director (NPD)

The National Project Director will be responsible for the overall oversight for project implementation. Among these responsibilities are ensuring that the project document and project revisions requiring Government's approval are verified 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 UNDP Programme Officer based on the required project milestones. The NPD will be the Chief of Staff of MAF and may delegate the authority to a senior staff officer in his place. See Annex 10 for the TOR.

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 MPC. The members of the TWC will consist of MINDEF, MAF, Joint Forces, EPU, MOFA and UNDP and other relevant stakeholders to be determined by the National Steering Committee. See Annex 8 for the TOR.

Technical Working Groups (TWGs)

A technical working group will be established to handle all the detailed technical matters relating to the development of the training manuals and research bulletins under the project. The TWGs will report and submit outputs to the TWC for approval. The members and the chair for each TWG will be determined by the Technical Working Committee. See Annex 9 for the TOR.

Secretariats

There will be three secretariats to support the project. The NSC secretariat will provide the administrative support to the NSC such as organizing meetings, drafting meeting minutes etc., while the Project Secretariat will support the day to day activities of the project especially with regards to the organization of seminars, trainings and any related workshops and sending invitations to relevant participants in close coordination with the project coordinator. The TWC secretariat will provide the administrative support for the TWC such as organizing meetings, drafting meeting minutes etc. See Annex 11 for the TOR.

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. The outputs of the consultants will require the endorsement of the TWC and / or NSC prior to payment.

Project Assurance

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

Project Coordinator

The Project Coordinator will assist in coordinating the project on behalf of the NSC and the TWC in close coordination with MINDEF, MAF, MPC, and UNDP within the Term of Reference agreed to by the NSC. The Project Coordinator is responsible for day-to-day implementation and coordination for the project together with a desk officer of MINDEF, MAF, MPC, and UNDP. The Project Coordinator will assist MINDEF, MAF, MPC, and UNDP to ensure that the project produces the results specified in the project document to the required standard of quality and within the specified budget allocations and timeline.

The Project Coordinator will report administratively and programmatically to the NPD, MPC Commandant and UNDP and will assist in drafting the reports on project progress during NSC meetings. He or she will assist to prepare all other related progress reports in a timely and required manner, and provide the information needed for the disbursement of funds. The Project Coordinator will work in close coordination with the Secretariats and will be supported by MPC and MINDEF administrative staff in implementing the project. The TOR of the Project Coordinator shall be agreed by the NSC as soon as the project commences. See Annex G for proposed TOR.

Support Staff

Support staff for the project will be provided by MINDEF, MAF and MPC on a needs basis to support the implementation of project activities. This will include secretariat services (and when necessary, short-term contractual services), finalization of minutes for TWG and NSC and other administrative support where necessary. MPC will also provide financial administrative support to manage the project funds in close coordination with UNDP and the Project Coordinator.

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;
- Reimbursement to the Implementing Partner for obligations made and expenditure incurred by them in support of activities

The FACE form as per Annex VI should be used for all of the above cash disbursements as well as for expenditure reporting.

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

- Managing UNDP's/ CS as well any related funds 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 and to be shared with the Implementing Partner. The Implementing Partner and UNDP should sign this CDR.

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

UNDP Support Services

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

- a. identification and appointment of project personnel/consultants
- b. procurement of goods and services

The above will be carried out based on UNDP policies and procedures following the principles of best value for money, fairness, integrity, transparency, and effective competition. UNDP shall charge to the project as per the Universal Price List where required.

UNDP will also charge for the support services provided as follows:

- a. 6% cost recovery for the provision of general management support (GMS) for activities funded under Government Cost sharing
- b. 7% cost recovery for the provision of general management support (GMS) for activities funded under other donor funds
- c. Direct cost for implementation support services (ISS) for activities under all funds supporting the project

In-Kind Contribution

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

- Financial and logistics support for the participation of national and international participants (under the Malaysia Defence Cooperation Programme) to the trainings under this project.
- 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 Coordinator, consultants and experts in MINDEF and MPC;
- Use of office support facilities in MINDEF and MPC by the Project Coordinator, consultants and experts (e.g. fax machine, stationary, photocopying machine, telephone), and secretarial support where applicable;
- Facilities in MINDEF and MPC for convening meetings, workshops and seminars.

Activities related to Implementation of Nationally Implementation Modality (NIM)

The project will be implemented according to the National Implementation Modality (NIM). The table below encompasses in detail each section related to the effective implementation of the NIM modality, apart from those stated in the "Country Programme Action Plan between the Government of Malaysia and the UNDP 2013-2015 NIM: Roles and Responsibilities" document:

Sections	Roles of IP	Roles of UNDP
Procurement of: <ul style="list-style-type: none"> • Venue and related event package and needs for 	<ul style="list-style-type: none"> • Finalise specifications • Sourcing and purchasing • Issuance of Letter of 	Payment according to FACE

Sections	Roles of IP	Roles of UNDP
workshops /seminars • Publications	Authorisation/Intent	
Procurement of local Consultants	Finalise Terms of References (TOR)	Sourcing, advertising and Issuance of contracts as per UNDP IC guidelines
Procurement of international consultants	Finalise Terms of References (TOR)	Sourcing, advertising and Issuance of contracts as per UNDP guidelines
Recruitment of project coordinator	Finalise Terms of References (TOR)	Sourcing, advertising and issuance of contracts as per UNDP HR/Service Contract guidelines
Daily allowances	<ul style="list-style-type: none"> • Government staff to use government 's Subsistence Allowance (SA) and others as per the Government's procedures • International training participants to use government/MDCP rates 	<ul style="list-style-type: none"> • Disbursement to Government's staff as per FACE from • UNDP staff to use available UN's rate in line with UNDP's guidelines
Airfare for MPC to attend trainings in international training centers	<ul style="list-style-type: none"> • Confirm participation in the training and submit letter of confirmation to UNDP 	<ul style="list-style-type: none"> • UNDP to source flights according to UNDP requirements

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.

Project budget revision and project extension approved by the NSC will have to be formally discussed and submitted to the Economic Planning Unit – International Cooperation Section.

- **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

- **Mid Year Progress Report**

A Mid Year Progress Report shall be prepared by the Project Coordinator/ Implementing Partner and shared with UNDP and Economic Planning Unit – International Cooperation Section by 30 June of each project year. As a minimum requirement, the Mid Year Progress

Report shall utilize the standard template for the Annual Project Report (APR) covering a six month period.

- **Annual Progress Report (APR)**

An Annual Progress Report shall also be prepared by the Project Coordinator/ Implementing Partner and shared with UNDP and the Economic Planning Unit – International Cooperation Section by the end of the last quarter of each year. The Annual Progress Report shall highlight risks and challenges, the summary of results achieved, and lessons learnt of the project for that reporting year.

- **Final Project Closure 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
- Mid-Year Progress Reports (MYPR)
- Annual Progress Reports (APR)
- Statements of cash position
- Statements of assets and equipment

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

- **Final Project Evaluation (if applicable)**

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 midpoint, 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.

- **Donor Reports**

Donor reports shall be prepared in accordance to the specific donor's requirement as outlined in any agreement signed or agreed upon with the donor in accordance to agreed timelines. The donor reports shall include summarised information on the activities carried out, the results or outcomes of the project outputs, utilisation of funds provided by the donor; and lessons learnt.

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 bi-annual basis. The Implementing Partner is required to verify each transaction made and sign the bi-annual 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 assurance that resources are used to achieve the results described and that 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

VII. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Project Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

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

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

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

ANNEX 1: Annual Work Plans 2014-2015

Annual Work Plan Year: 2014

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
Output 1: Institutional capacity building and support to the research and development cell of MPC with a focus on gender, protection of civilians and cultural diversity in peacekeeping operations.	<p>Activity Results 1.1: Training manual and programme (including schedule and presentations) on gender developed.</p> <p>Associated Actions:</p> <ol style="list-style-type: none"> 1. Advertise and appoint consultant 2. Conduct meeting(s)/workshop(s) to develop manual. 3. Review, revise, produce and print gender and peacekeeping operations manual 4. Establish committee to coordinate seminar 5. Conduct seminar on gender and peacekeeping 	X				MAF MPC UNDP MINDEF	GoN	Consultant Travel DSA/TE Workshops/ Training	20,000 2,500 1,500 30,400

<p>Activity Result 1.2: Training manual (including schedule and presentations) on cultural diversity in peacekeeping operations developed.</p> <p><i>Associated actions:</i></p> <ol style="list-style-type: none"> 1. Appoint consultant 2. Conduct meeting(s)/workshop(s) to develop manual. 3. Develop, produce and print cultural diversity in peacekeeping operations manual. 	<p>X</p> <p>X</p> <p>X</p>					<p>MAF MPC UNDP MINDEF</p>	<p>COST SHARE</p>	<p>Consultant Travel DSA/TE</p>	<p>20,000 2,500 1,500</p>
<p>Activity Results 1.3: Training manual and programme (including schedule and presentations) on protection of civilians developed.</p> <p><i>Associated Actions:</i></p> <ol style="list-style-type: none"> 1. Advertise and appoint consultant 2. Conduct meeting(s)/workshop(s) to review manual. 3. Review, revise, produce and print protection of civilian manual. 	<p>X</p> <p>X</p>					<p>MAF MPC UNDP MINDEF</p>	<p>GoJ</p>	<p>International Consultant Travel DSA/TE</p>	<p>20,000 2,500 1,500</p>

	<p><i>Activity Results 1.4:</i> Research bulletins produced and disseminated.</p> <p><i>Associated Actions:</i></p> <ol style="list-style-type: none"> 1. Conduct meetings and workshops to develop strategy, partnership and structure for strengthening research and cell. 2. Establish core research and development as well as editorial team(s)/committee(s) for manuals and bulletins 3. Editorial team to develop bulletin format, schedule and themes 4. Editorial team to source/collate contents and graphics 5. Editorial team to edit and produce bulletins and upload on MPC website, and print limited copies for distribution. 	<p>X</p> <p>X</p> <p>X</p>	<p>X</p> <p>X</p>		<p>X</p> <p>X</p>	<p>MAF MPC UNDP MINDEF</p>	<p>TRAC</p>	<p>Printing and publication Misc.</p>	<p>10,000 3,000</p>
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Output 2: Capacity building of peacekeeping trainers and personnel particularly from Asia in gender, protection of civilians and cultural diversity in peacekeeping operations	Activity Results 2.1a: Conduct training of trainers course on gender and peacekeeping								GoN	Consultants (Trainers)	6,000
	Associated Actions:									Travel	5,000
	1. Identify and appoint trainers who will provide training in MPC on the gender manual.	X								DSA/TE	3,678
	2. Train MPC training staff on the manuals.	X								Workshop/ Training	36,500
	3. Identify national (MAF), international and civilian participants.	X									
	4. Conduct Training of Trainers courses on manual.	X									
	Activity Results 2.1b: Conduct training course on gender and peacekeeping								GoN	Consultants (Trainers)	6,000
	Associated Actions:									Travel	2,000
1. Identify and appoint trainers who will provide training in MPC on the gender manual.	X								DSA/TE	1,500	
2. Identify national (MAF), international and civilian participants.	X										
3. Conduct training courses on manual.	X										

	<p><i>Activity Results 2.2a:</i> Conduct training of trainers' course on cultural diversity in peacekeeping operations.</p> <p><i>Associated Actions:</i></p> <ol style="list-style-type: none"> 1. Identify and appoint trainers who will provide training in MPC on the cultural diversity in peacekeeping operations manual. 2. Train MPC training staff on the manuals. 3. Identify national (MAF), international and civilian participants. 4. Conduct Training of Trainers courses on manual. 		<p>X</p> <p>X</p> <p>X</p>	<p>X</p>	<p>MAF MPC UNDP MINDEF</p>	<p>COST SHARE</p>	<p>Consultants (Trainers)</p> <p>Travel</p> <p>DSA/TE</p> <p>Workshop/ Training</p>	<p>6,000</p> <p>5,000</p> <p>3,678</p> <p>36,500</p>
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	<p>Activity Results 2.4: Build capacity of MPC trainers in gender and peacekeeping.</p> <p>Associated Actions:</p> <ol style="list-style-type: none"> 1. Identify international training course on gender and peacekeeping 2. Identify a maximum of two MPC trainers to attend the course. 3. Selected MPC trainer(s) to develop report/write- up for input to research bulletin upon return from course. 	<p>X</p> <p>X</p>	<p>X</p>		<p>MAF MPC UNDP MINDEF</p>	<p>TRAC</p>	<p>Travel</p>	<p>10,000</p>
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Output 3: Project Management	Activity Result - Project Managed and monitored /evaluated - Project roles as outlined in the CPAP 2013-2015: <i>National Implementation Modality – Roles and Responsibilities</i> are fully implemented.				UNDP	GoN & GoJ TRAC GoN & GoJ COST SHARE	Service Contract Monitoring visits Misc. Expenses ISS	26,000 2,000 8,770 8,000
		X						
	Associated Actions							
	1. Appoint project manager	X	X	X				
	2. Support the financial management by MINDEF, MAF and MPC.	X	X	X				
	3. Support the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by MINDEF, MAF and MPC in a timely manner;	X	X	X				
	4. Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner;	X	X	X				
	5. Provision of Project Support Services from UNDP (if applicable).	X	X	X				
TOTAL								USD282,026

Annual Work Plan Year: 2015

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount (USD)
Output 1: Institutional capacity building and support to the research and development cell of MPC with a focus on gender, protection of civilians and cultural diversity in peacekeeping operations.	<p>Activity Results 1.2: Training manual and programme (including schedule and presentations) on cultural diversity developed.</p> <p>Associated actions: 1. Establish committee to coordinate seminars 2. Conduct seminar on cultural diversity</p>	X	X			MAF MPC UNDP MINDEF	COST SHARE	Workshops/ Training	20,000
	<p>Activity Results 1.3: Training manual and programme (including schedule and presentations) on protection of civilians.</p> <p>Associated actions: 1. Establish committee to coordinate seminars 2. Conduct seminar on protection of civilians</p>			X	X	MAF MPC UNDP MINDEF	GoJ	Workshops/ Training	20,000

	<p>Activity Results 1b: Research bulletins produced and disseminated.</p> <p>Associated actions:</p> <ol style="list-style-type: none"> 1. Editorial team to continue developing bulletin format, schedule and themes 2. Editorial team to source/collate contents and graphics 3. Editorial team to edit and produce bulletins and upload on MPC website, and print limited copies for distribution. 	X	X	X	X	MAF MPC UNDP MINDEF	TRAC	Printing and publication Misc.	5,000 2,000
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<p>Output 2: Capacity building of peacekeeping trainers and personnel particularly from Asia in gender, protection of civilians and cultural diversity in peacekeeping operations</p>	<p><i>Activity Results 2.2b:</i> Conduct training on cultural diversity in peacekeeping operations.</p> <p><i>Associated Actions:</i></p> <ol style="list-style-type: none"> 1. Identify and appoint trainers who will provide training in MPC on the cultural diversity. 2. Identify national participants (MAF) and international participants (MDCP and UNDP). 3. Conduct training. 	X	X	X				<p>MAF MPC UNDP MINDEF</p>	<p>COST SHARE</p>	<p>Consultants (Trainers) Travel DSA/TE</p>	<p>6,000 4,000 3,678</p>
	<p><i>Activity Results 2.3a:</i> Conduct training of trainers course on protection of civilians.</p> <p><i>Associated Actions:</i></p> <ol style="list-style-type: none"> 1. Identify and appoint trainers who will provide training in MPC on the protection of civilians manual. 2. Identify national participants (MPC and MAF) and international participants (MDCP and UNDP). 3. Conduct Training of Trainers courses on manual. 	X	X					<p>MAF MPC UNDP MINDEF</p>	<p>GoJ</p>	<p>Consultants (Trainers) Travel DSA/TE Workshop/ Training</p>	<p>6,000 5,000 3,678 36,500</p>

	<p>Activity Results 2.3b: Conduct training on protection of civilians.</p> <p>Associated Actions:</p> <ol style="list-style-type: none"> 1. Identify and appoint trainers who will provide training in MPC on the protection of civilians. 2. Identify national participants (MAF) and international participants (MDCP and UNDP). 3. Conduct training. 	<p>X</p> <p>X</p>	<p>X</p>	<p>MAF MPC UNDP MINDEF</p>	<p>GoJ</p>	<p>Consultants (Trainers) Travel DSA/TE</p>	<p>6,000 4,000 3,678</p>
	<p>Activity Results 2.4: Build capacity of MPC trainers in protection of civilians.</p> <p>Associated Actions:</p> <ol style="list-style-type: none"> 1. Identify international training course on protection of civilians 2. Identify a maximum of two MPC trainers to attend the course. 3. Selected MPC trainer(s) to develop report/write-up for input to research bulletin upon return from course. 	<p>X</p> <p>X</p>	<p>X</p>	<p>MAF MPC UNDP MINDEF</p>	<p>TRAC</p>	<p>Travel</p>	<p>10,000</p>

Project Management and Monitoring and Evaluation	Activity Result	X	X	X	X	X	UNDP	GoJ & TRAC	Service Contract	26,000
-	Project managed, monitored & evaluated							TRAC	Monitoring visits	1,000
-	Project roles as outlined in the CPAP 2013-2015: National Implementation Modality – Roles and Responsibilities are fully implemented.							COST SHARE	Misc. Expenses	11,230
	Associated Actions	X	X	X	X	X		COST SHARE	ISS	7,000
	1. Support the financial management by MINDEF, MAF and MPC to ensure they are in line with UNDP and Government of Malaysia's rules and regulations (where applicable);	X	X	X	X	X				
	2. Support the activities outlined in Section VI: Monitoring and Evaluation are fully complied and completed by MINDEF, MAF and MPC in a timely manner;	X	X	X	X	X				
	3. Provision of UNDP related technical and policy advisory services by UNDP CO, Regional Centres and Headquarters are provided in a timely manner;	X	X	X	X	X				
	4. Provision of Project Support Services from UNDP (if applicable).	X	X	X	X	X				
TOTAL										180,764

ANNEX 2: 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 delays in the project timeline due to challenges faced in finding the right candidate with the necessary experience for the post of project coordinator and suitable consultants for the project.	Others	Probability: Medium Impact: Medium	The delays will need to be mitigated through (i) advertising the positions within the project in various mediums based on the budget allocated and (ii) the extensive sharing of the TORs with UNDP's network in order to receive a wide pool of applicants to choose from.
There may be some delays in the project timeline due to challenges faced in coordinating and implementing activities with the implementing agencies due to conflicting priorities.	Management	Probability: Low Impact: Medium	The delays will need to be mitigated through (i) consistent periodical meetings to assist MINDEF, MAF and MPC to increase communication and oversight to the project (ii) the identification of a focal point/project coordinator from MINDEF or MPC who will work closely with the project team, NSC and TWC to ensure the activities of the project are completed in a timely manner.

ANNEX 3: MONITORING: PROJECT MID-YEAR PROGRESS REPORT

DATE:

Award ID:

Description:

Implementing Partner:

Period Covered: 1st January – 30 June (Year)

1. Project Issues:

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

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

3. Lessons Learned

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COUNTRY PROGRAMME ACTION PLAN 2013-2015



Empowered lives.
Resilient nations.

ANNUAL PROGRESS REPORT

Section 1: Overall Implementation of Project Outputs as Per Signed Annual Work Plan

20** AWP Budget: 20** Expenditure: 20** Expenditure (%): In-Kind Contribution:	Total Project Expenditure: Total Project Expenditure (%): In-Kind Contribution:
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<p>OUTPUT 1:</p> <p>Activity 1: Target 20**: Achievement and Results 20**:</p> <p>Activity 2: Target 20**: Achievement and Results 20**:</p> <p>Remarks if any project activities and targets were not implemented or amended.</p>
<p>OUTPUT 2:</p> <p>Activity 1: Target 20**: Achievement and Results 20**:</p> <p>Activity 2: Target 2013: Achievement and Results 20**:</p> <p>Remarks if any project activities and targets were not implemented or amended.</p>
<p>OUTPUT 3:</p> <p>Activity 1: Target 20**: Achievement and Results 20**:</p> <p>Activity 2: Target 2013: Achievement and Results 20**:</p> <p>Remarks if any project activities and targets were not implemented or amended.</p>

Section 2: Project Contribution to National Development Agenda in 20**

2.1 Contribution to Analysis/ Development/ Refinement of National or Sectoral Policies, Strategies and Action Plans

(Note: Please indicate and elaborate on how the outputs have been utilized by the Implementing Partner to contribute to analysis/ development/ refinement of National or Sectoral Policies, Strategies and Action Plans. Please also indicate if the outputs have contributed to the implementation of the 10th Malaysia Plan or inputs into the 11th Malaysia Plan preparatory work.)

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

2.2 Contribution to awareness raising or convening on key thematic issues

(Note: Please indicate the thematic issues, objective of activities and the number of participants and affiliations.)

<input type="checkbox"/> Yes	<p>Topic: Objective: Participants Pax: Affiliations (Name the Ministries involved and indicate the number of private sector, civil society organizations and academia who participated):</p>
<input type="checkbox"/> No	

2.3 Contribution to capacity development and institutional arrangements (Mandatory response)

(Note: Please indicate if capacities are being built to implement or sustain systemic changes.)

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

2.4 Contribution to development of new datasets, statistics or models

(Note: Please indicate if datasets, statistics or models have been generated or improved/ updated. Please also indicate on how these have been utilized by the Implementing Partner to strengthen national evidence based policy making.)

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

2.5 Demonstration or Pilot Initiative

(Note: Please indicate if demonstration or pilot initiatives were undertaken and how outputs have contributed to inform decision-making and/or national policy and also if it has led to actual/ planned upscaling or replication.)

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

2.6 Review of Risk Analysis and Action

(Note: Upon reviewing the Risk Analysis stated in the Project Document, please indicate if the risks status were monitored and updated regularly. Please also highlight mitigation steps undertaken, if applicable.)

<input type="checkbox"/> Yes	
<input type="checkbox"/> No	

2.7 Areas of Improvement for Project Management and Implementation

(Note: Please indicate any additional comments on areas of improvement that should be taken into consideration by EPU and UNDP Malaysia in the implementation of future projects.)

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Section 3: Project Extension into 20**

*(NOTE: APPLICABLE ONLY TO PROJECTS ORIGINALLY SCHEDULED FOR COMPLETION IN 20**)*

Please indicate reasons for the project extension
Proposed duration of project extensions XX Months
Agreement by National Steering Committee: Date of Meeting: Minutes Attached: <input type="checkbox"/> Yes <input type="checkbox"/> No

Annual Progress Report approved by:

.....
Name
Designation

ANNEX 6: FINANCE: UNDP UNIVERSAL PRICE LIST

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

Principles of the Universal Price List

The UPL consists of a set of standard services, with reasonable cost estimates, that can be provided by UNDP country offices. Note, the UPL is only intended to price specified standard services — not inputs to UNDP projects and programmes. The pricing of inputs to UNDP projects and programmes should be based on actual costs for clearly identifiable transactions. When this is not possible, country offices may use the UPL.

The UPL does not cover specialized or locally provided *ad-hoc* services. The UPL also does not cover local security-related services that might be necessary in certain countries without banking facilities. Both *ad-hoc* and local security services, and their estimated costs, should be covered through locally negotiated agreements between UNDP country offices and concerned Implementing Partner.

1. Not all Implementing Partner require all services. In particular, they may carry out several UPL sub-transactions, thus reducing the overall cost of the service. Each standard service in the UPL takes this into consideration.
2. A certain number of services which were previously categorized as standard administrative services (local driver's licenses, visa requests, customs clearance, etc.) have now been eliminated from the UPL. Any standard service not listed on the UPL is to be considered ad-hoc/non-standard service subject to full cost recovery per locally negotiated prices using transparent prevailing market rates.
3. The request for services under the following exceptional circumstances are subject to a 25% surcharge on top of the regularly accepted cost/price:
 - Urgent requests requiring a turnaround of less than 3 business days.
 - Requests for services before/after normal working hours.
4. Requests for prior year UPL services should always use the latest applicable published rates (not UPLs from prior years) without exception.
5. **Payment Process:** the process includes disbursement only, and requires a written instruction by the budget owner agency. UNDP does not review procurement process supporting documentation other than vendor banking information, unless otherwise stipulated locally. Note that UNDP does not charge Implementing Partner for running a fully automated pay cycle.
6. Staff selection and recruitment process for resident agencies only.
7. In cases where a reciprocity agreement does not exist between UNDP and Implementing Partner, the time spent on joint boards (recruitment, procurement, etc.) will be charged as an ad-hoc service.
8. **Staff HR and Benefits Administration & Management** typically include services such as:
 - Position Data and Budget management
 - Issuance of contract
 - HR and dependent/beneficiary data entry and maintenance
 - Benefits data entry and maintenance (PF/Medical/Life Insurance)
 - Interface with GMC Henner on MIP reimbursements
 - Organization events (within grade increments, secondments, transfers etc)
 - Life events (changes to marital status and dependents)
 - HR data management for ASHI retirees
 - Production of key HR reports such as staffing table & personnel action forms (PAFs)
 - Guidance to staff and managers on HR rules and regulations

9. **Staff Payroll and Banking Administration & Management** are distinct from Global Payroll Services (provided by UNDP Copenhagen) and include services such as:
- Setting up transactions that impact payroll such as one-time or recurring earnings and deductions, garnishments, positive inputs for overtime payments and transportation allowance.
 - Administration of retroactivity, recoveries and adjustments
 - Maintenance of the absence calendars for that location
 - Management of absence data
 - Validation of trial payroll results prior to the final pay run.
 - Maintenance of employee banking instructions
 - Tracking and adjusting of leave balances that affect pay
 - Reporting of payroll activity to Managers
 - Production of payroll reports and queries
 - Production of pay slips for employees
 - Manage receivables and payables that have an impact in Payroll including benefits billing for retirees and SLWOP. The Administrator GP will be granted access to the Finance Module to process these transactions.
 - Production, follow up and clean up of the PVR reports
10. As stated above, the UPL is only intended to price services to Implementing Partners — not inputs to UNDP projects and programmes. The pricing of inputs to UNDP projects and programmes should be based on actual costs for clearly identifiable transactions. When this is not possible, country offices may use the UPL. Where the portion of the procurement process that takes place outside Atlas is of a clearly complex (ad-hoc) nature involving specialized supply-chain management processes, dedicated procurement staff, etc., offices are encouraged to determine the actual cost of the exercise and explore with donors/partners the possibility of charging the cost of some of its specific components (e.g. dedicated staff) — in full or in part — to the project budget as a direct input to project delivery (i.e., negotiated transparent, prevailing rates using the UPL as a baseline).
11. If, due to its size and/or complexity, a procurement process must be submitted to a Regional ACP (or regular ACP), it should be treated like ad-hoc service subject to full cost recovery at transparent, prevailing market rates.

Country Cost Bands

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

ANNEX 7: TERMS OF REFERENCE: NATIONAL STEERING COMMITTEE

The National Steering Committee (NSC) will monitor the conduct of the project and provide strategic guidance to the project team on the implementation of the project.

The NSC will be chaired by the Secretary General of Ministry of Defence or someone assigned by the Secretary General. The Policy and Strategic Planning Division, MINDEF will act as Secretariat to the NSC. Members of the NSC will consist of representatives from the MINDEF, MAF, EPU, MOFA and UNDP and other relevant stakeholders to be determined by the Committee.

The NSC will meet at least twice a year. 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 plans and budget and any issues raised by the project TWC;
- 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; and
- Advice on the long term sustainability strategy of the project.

ANNEX 8: TERMS OF REFERENCE: TECHNICAL WORKING COMMITTEE

The Technical Working Committee (TWC) will assist the NSC in monitoring the conduct of the project and providing technical guidance on the implementation of the project. The TWC will act as technical advisors to the NSC.

The TWC will be chaired by the Commandant of MPC and MPC will act as Secretariat to the TWC. The members of the TWC will consist of representatives from MINDEF, MAF, Joint Forces, EPU, MOFA and 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 implementation strategy and the development of the training manuals as well as the strategic development and input for the development of the research bulletins to ensure that they meet with the objectives set in the project document and with international good practices and standards ;
- Tabling all newly developed modules to the MAF Training and Doctrine Committee (Jawatankuasa Latihan Dan Doktrin – JKLD) for approval to utilise the modules in MPC, and preparing updates on matters relating to this process to the NSC;
- Monitor and evaluate the technical implementation of the project towards fulfilment of the objectives stated in the project document;
- Review and comment on the proposed technical work plan and budget; and
- Regular monitoring of the progress of the project and recommend approved technical reports to the NSC

ANNEX 9: TERMS OF REFERENCE: Technical Working Groups (TWGs)

The Technical Working Groups (TWGs) will assist the TWC in providing direction and input to all the detailed technical matters relating to the development of the training manuals and research bulletins under the project. The TWGs will report and submit outputs to the TWC for approval. The members and the chair for each TWG will be determined by the Technical Working Committee when the project commences.

Each TWG will be specifically responsible for:

- The development of the training manuals on gender, cultural diversity in peacekeeping operations and the protection of civilians, as well as the development of the strategy and content of the research bulletin to ensure that they meet with the objectives set in the project document and with international good practices and standards ;
- Working closely with any consultants, subject matter experts or resource persons appointed to develop the training manuals and research bulletins in order to provide inputs on technical matters.
- Ensuring the completion of the training manuals and research bulletins within the specified period agreed according to the project timelines and the TWC and NSC;
- Reviewing and finalising any training manuals submitted by consultants before they are submitted to the TWC for further review and approval and responding to any queries raised by the TWC.
- Reviewing and finalising any research bulletins before they are submitted to the TWC for further review and approval and responding to any queries raised by the TWC.

ANNEX 10: TERMS OF REFERENCE: NATIONAL PROJECT DIRECTOR

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

The NPD for this project will be the will be the Chief of Staff for the Malaysian Armed Forces.

Specifically, he works in close collaboration with the Project Manager as well as MINDEF, MAF and 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, MINDEF, MAF and UNDP;
- Mobilizing national institutional mechanisms for smooth progress of project;
- Providing formal project/deliverable sign-off and acceptance upon verification;
- Reviewing project status reports;
- Providing direction and guidance on project-related issues; and
- Providing advice and guidance to the project team.
- Approve financial transactions (which can be delegated to a specified senior officer in the Defence Training and Operations Division, MAF, MINDEF or MPC to be identified by the NPD).

Annex 11: TOR for Secretariats

All secretariats will generally provide administrative support to the project as follows:

Secretariats	Roles
NSC Secretariat	<ul style="list-style-type: none"> • Call for NSC meetings • Send invitations to attend NSC meetings • Take attendance • Draft meeting minutes • Ensure relevant presentations are collated and printed for members before any meetings • Distribute meeting minutes and presentations (if relevant) to all members • Support the coordination of the project launch. • Support the NSC in any other related matters
Project Secretariat	<p>Support the daily implementation of the project such as:</p> <ul style="list-style-type: none"> • Sourcing SMEs from MAF needed for the project as and when needed. • Sourcing participants from MAF to attend seminars, TOTs and trainings under the project. • Sending invitations and coordinating RSVPs for seminars, TOTs and trainings. • Assisting the project coordinator in identifying and booking venues for seminars and trainings. • Facilitating any payments required under the project utilising Face Forms • Monitoring project expenses and budget. • Support the project in any other related project matters.
TWC Secretariat	<p>Call for TWC and TWG meetings</p> <ul style="list-style-type: none"> • Send invitations to attend TWC and TWG meetings • Take attendance • Draft meeting minutes • Ensure relevant presentations are collated and printed for members before any meetings • Distribute meeting minutes and presentations (if relevant) to all members • Support the TWC in any other TWC related matters

Annex 12: TERMS OF REFERENCE: Project Coordinator

The Project Coordinator will be primarily focused on the implementation, administrative, financial and operational aspects of the project. The project coordinator's role is to coordinate the implementation of various project activities in ensuring timeliness of activities and delivery of outputs. He/She will be based at MPC and at MINDEF whenever required.

The specific tasks of the Project Coordinator are:

- Assist MAF, MINDEF, MPC and UNDP in the implementation of project activities to ensure the maintenance of the timeliness in the delivery of outputs;
- Liaise and work closely with the project partners, consultants and beneficiaries;
- Maintain close contact with designated focal points from MAF, MINDEF, MPC, UNDP and other stakeholders, indicating any estimated changes to the work plan timeline, 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 MAF, MINDEF, MPC and UNDP;
- Support and facilitate the work of multiple component teams engaged in the implementation of project activities;
- Assist MAF, MINDEF, MPC and UNDP in monitoring 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;
- Assist MAF, MINDEF, MPC and UNDP in developing 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 (if applicable).
- Assist the National Project Director in the delivery of the project results and final outputs.

Duration: 1 year, with possible extension for the 2nd year

Reports to: National Project Director, MPC Commandant and UNDP

Qualifications and skills:

1. Degree or equivalent in Business Management, Defence, Development Studies, Peacekeeping/Peace building studies or a related discipline. Work experience in lieu of formal qualifications will also be considered.
2. At least 5 years of relevant working experience coordinating projects, preferably with government, bilateral and multilateral stakeholders.
3. Candidate must be able to multitask and work independently.
4. Relevant exposure to UN projects will be an added advantage.
5. Be proactive, energetic, committed and innovative.
6. Excellent in human relations, coordination, planning and team work.
7. Excellent writing and communication skills. Strong command of English and Bahasa Malaysia.

ANNEX 13: MANAGEMENT: LETTER OF AGREEMENT BETWEEN UNDP AND THE GOVERNMENT OF MALAYSIA FOR PROVISION OF SUPPORT SERVICES UNDER NATIONAL EXECUTION



UNIT PERANCANG EKONOMI
 Economic Planning Unit
 JABATAN PERDANA MENTERI
 Prime Minister's Department
 BLOK B5 & B6,
 PUSAT PENTADBIRAN KERAJAAN PERSEKUTUAN
 62502 PUTRAJAYA,
 MALAYSIA

Telefon: 88883333
 Fax:

Ruj. Tuan:
 Your Ref:

Ruj. Kami:
 Our Ref:

(2))UPE801/100/299

Tarikh:
 Date:

13 December 2001

BY FAX: (03)2552870 /BY HAND

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

REC'D: 26 DEC 2001	
RR	✓
DRR	
ADMIN	✓
FINANCE	
GEN. SVC	
PROG. 1	
PROG. 2	
PROG. 3	
PROG 300/GEN/NAK	

to send
 ARA

Dear Madam,

Letter of Agreement Between UNDP and the Government For the Provision of Support Services under National Execution

Reference is made to your letter dated 26 October 2001 on the above subject.

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

Thank you.

Yours sincerely,

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

Annex 14: "Country Programme Action Plan between the Government of Malaysia and the UNDP 2013-2015 NIM: Roles and Responsibilities"
(see attachment)

