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## FINAL PROJECT REPORT

### GENERAL PROJECT INFORMATION

Project Title	Capacity Building Support for Malaysia's Role in Multidimensional Peacekeeping Training: Phase II Project
Project Number	ATLAS Project ID: 00086622; ATLAS Award ID: 00074065
Period	March 2014 to December 2015 (Final project payments made by Dec 2016)
Funding Sources	Regular Resources: USD32,000 Government Cost Sharing: USD136,831 Royal Embassy of Norway: USD172,353 Government of Japan: USD150,470 <b>TOTAL Resources: USD491,654</b>  In-kind contributions: USD284,135
Type of Budget Execution	National Implementation Modality (NIM)
Implementing Partner	Malaysian Peacekeeping Centre (MPC) Ministry of Defence (MINDEF) Malaysia
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## EXECUTIVE SUMMARY

This project aimed to strengthen the Malaysian Peacekeeping Center's (MPC) capacity in providing multidimensional peacekeeping training as well as research. The project was to develop three training modules 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 also focused on developing training manuals in the area of gender, cultural diversity in peacekeeping operations and protection of civilians. The training manuals will then be utilized to train peacekeeping trainers and officers from the military, police and civil society, particularly from Asia and Africa. The project also sought to 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.

In essence, the project has successfully delivered the desired intends where the outputs include as below:

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: 3 modules and training manuals (Gender in Peace Keeping, Cultural Diversity and Protection of Civilians), research modules ( Research Bulletin: Boots On The Ground distributed globally) and finally the seminars were conducted throughout the duration of the project in the area of gender, protection of civilians and cultural diversity.

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: The training of trainers (ToT) of MPC trainers, national and international external trainers and national and international peacekeepers took place where in total 634 participants were trained.

Outcome of both outputs led to a strengthened capacity for MPC and increased visibility for Malaysia's participation in the global peace keeping programme. It is also hoped that with the availability of the structured modules, training manuals and the experience gained during the project implementation, it will assist MPC in its future work. As a follow-up, the project team recommended the possibility of implementing the Multidimensional Peacekeeping phase 3 project especially in engaging ASEAN partners under the Humanitarian Assistance and Disaster Relief (HADR) programme.

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## ABBREVIATIONS

<b>ADMM</b>	ASEAN Defence Ministers Meeting
<b>APCF</b>	ASEAN Peacekeeping Centres Forum
<b>APCN</b>	ASEAN Peacekeeping Centre Network
<b>APCRD</b>	ASEAN Peacekeeping Centres Roundtable Dialogue
<b>APR</b>	Annual Progress Report
<b>CDR</b>	Combined Delivery Report
<b>CIMIC</b>	Civil-Military Coordination
<b>CS</b>	Cost sharing
<b>DDR</b>	Disarmament, Demobilization and Reintegration
<b>EPU</b>	Economic Planning Unit, Prime Minister's Department
<b>MAF</b>	Malaysian Armed Forces
<b>MoFA</b>	Ministry of Foreign Affairs
<b>MDCP</b>	Malaysian Defense Cooperation Programme
<b>MPC</b>	Malaysian Peacekeeping Centre
<b>MYPR</b>	Mid-Year Progress Report
<b>NDUM</b>	National Defence University Malaysia
<b>NIM</b>	National Implementation Modality
<b>PC</b>	Project Coordinator
<b>POC</b>	Protection of Civilians
<b>PKO</b>	Peacekeeping Operations
<b>SCR</b>	Security Council Resolutions
<b>SGBV</b>	Sexual and Gender Based Violence
<b>SGTM</b>	Standardised Generic Training Modules
<b>ToT</b>	Training of Trainers
<b>UN</b>	United Nations
<b>UNDP</b>	United Nations Development Programme
<b>UN DPKO</b>	United Nations Department of Peacekeeping Operations

## 1.0 PROJECT BACKGROUND

### 1.1 Situational Analysis

From 2010 to 2012, UNDP Malaysia and the Malaysian Ministry of Defense 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 Phase 1 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 evaluation<sup>1</sup> 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 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 peacekeeping 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 Centre itself and that one of the means for doing so is to develop collaborations and partnerships with other national and regional institutions.

Building on the success of the project implemented with the Malaysian Ministry of Defense and MPC under Phase 1, the project sought the support of 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 via Malaysian Peacekeeping Centre in Phase 2 of the project.

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

## **1.2 Strategy**

Phase 2 is built on Phase 1 of the project, in strengthening MPCs capacity to provide multidimensional peacekeeping training of international standards. Phase 2 of the project however also aimed to support MPC's long term aims of increasing its role as a premium international research and development peacekeeping centre.<sup>2</sup>

## **1.3 Project Components**

### ***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; Phase 2 focussed 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, 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 1 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 generates 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.

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<sup>2</sup> 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”.

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 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 tends 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.

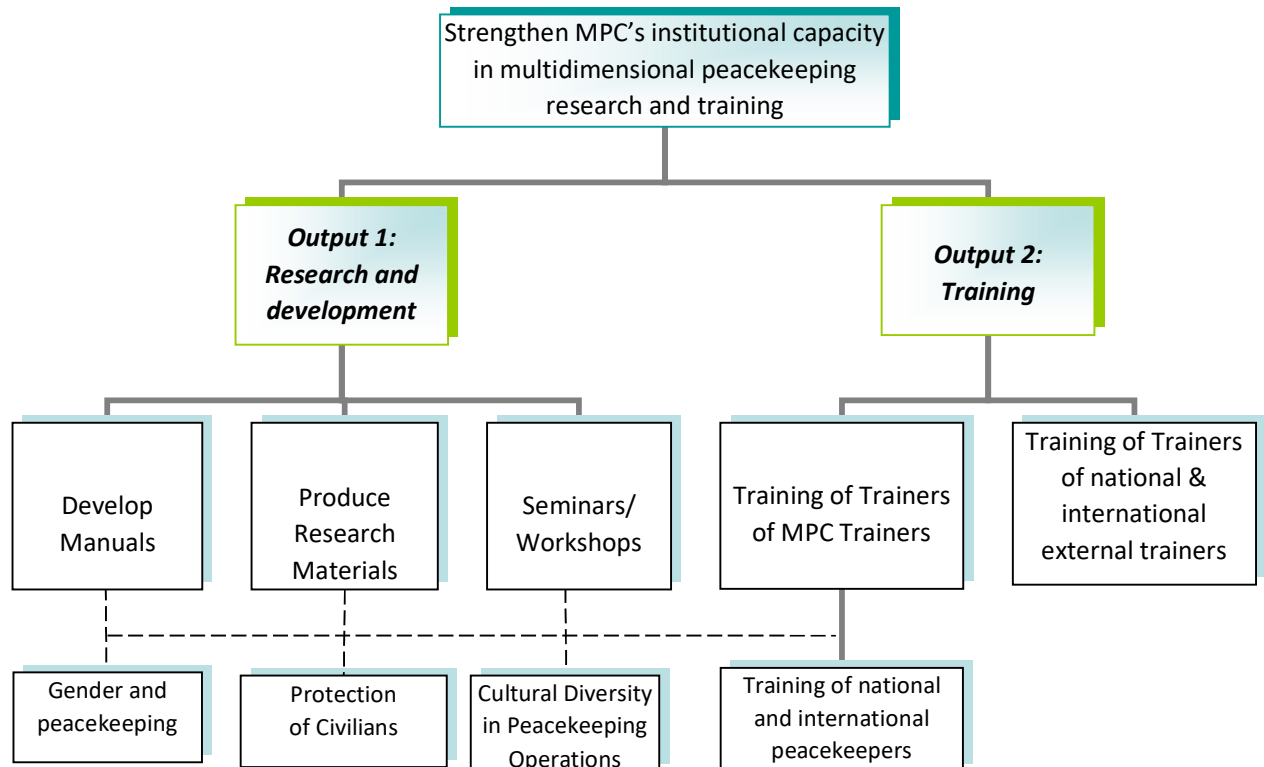
#### **1.4 Strategic Partners**

Malaysian Ministry of Foreign Affairs (MoFA) and National Defence University Malaysia (NDUM) were the project strategic partners of Phase 2. MoFA continually engaged with MPC in project activities and the project also contributed to MoFA's positioning of Malaysia as a strong supporter of United Nations and global peace and security.

NDUM's contribution to the project was in assisting with the development of Cultural Diversity training modules and manual – a first of its kind and considered as a niche area of development for MPC in relation to training modules for peacekeeping operations.



## 2.0 PROJECT OUTPUTS



The project consists 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.

### **2.1 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**

#### **Modules and Training Manuals**

This first output focussed on Research and Development where modules and training manuals were developed, research materials were produced and seminars and workshops were conducted in the 3 components of gender, protection of civilians and cultural diversity in peacekeeping operations. The project noted that due to the technicalities and different perspectives in the interpretation of the Terms of Reference, the gender modules were developed by the selected consultant but not the training manual. As for protection of civilians and cultural diversity in peacekeeping operations, both modules and training manuals were developed. The training manuals for these two components were published and are available at the Malaysian Peacekeeping Centre.

Details of the 3 modules developed are as follows:

### **Module 1: Gender in Peacekeeping Module**

#### **Objective:**

- Provide knowledge on concepts, legal framework, roles and responsibilities while dealing with issues related to gender and conflict;
- Gender awareness and sexual-based violence for peacekeepers;
- Help to recognize and analyze actual problems and challenges related to gender and conflict.

#### **Module Content:**

- Introduction to the United Nations System
- Integrated United Nations Mission Structures
- United Nations Peacekeeping Operations Mission Environment
- Human Right and International Humanitarian Law
- Humanitarian Actors and Vulnerable populations
- Disarmament, Demobilization and Reintegration (DDR)
- Conduct Discipline and Leadership
- Understanding Security Council Resolution 1325
- Sexual and Gender Based Violence (SGBV)
- Gender and POC Inventory of Tasks and Tactics
- Gender-Public Information and Media
- Discussion on Gender Mainstreaming
- Discussion on Attitude-Culture on Gender

### **Module 2: Cultural Diversity**

#### **Objective:**

- To provide an understanding on the principles of cultural diversity;
- To provide peacekeepers with skills on managing cultural diversity;
- To provide a platform for different potential peacekeeping actors to share experiences and interact within a culturally diversified environment.

#### **Module Content:**

- Introduction to the United Nations System
- The Operational Environment and Cultural Aspect
- Human Right and International Humanitarian Law
- Gender Perspectives in PKO and SGBV
- Introductions to UN-CIMIC
- The UN Code of Conduct
- Affected and Vulnerable Population
- Introduction to Cultural Diversity
- Promoting Ethnic Relations in PKO
- Categories of Cultural Diversity
- Institutional Cultures
- Universal Values in PKO
- Intercultural Communication

- Intercultural Management in PKO
- Handling Diversity Related Conflicts

### **Module 3: Protection of Civilians**

#### **Objective:**

- Establishing a common understanding of what “protection” means in the context of UN peacekeeping;
- UN institutional standards and expectations with regards to protection of civilians;
- Understanding the challenges and dilemmas as well as best practices aimed at preventing or responding to sexual violence.

#### **Module Content: Protection of Civilians**

- Overview of POC
- International Legal Dimensions of POC
- POC Concept in the Context of UN PKO
- Ensuring the POC
- Prevention and Response to Conflict-Related Sexual Violence
- POC Basic Concepts at Tactical Level
- Mandate Language & Challenges of Implementation
- Implementing POC - Key Considerations at the Tactical Level

#### **Research Materials Produced**

MPC developed the Research Bulletin: Boots On The Ground. There were 3 Research Bulletins developed and featured stories on peacekeeping, viewpoints from the field, MPC updates and the programmes undertaken via this project.

Dissemination included to all international high-level visitors, and international and domestic trainers and participants of all MPC courses.

An additional 200 copies were provided to the Ministry of Foreign Affairs for circulation to embassies globally.

#### **Seminars and Workshops**

3 international seminars and 3 international workshops (courses) were conducted throughout the duration of the project in the area of gender, protection of civilians and cultural diversity. Both local and international participants representing the military, police and civilians attended these events. Resource persons/speakers from Malaysia, the ASEAN region including those from overseas shared their best practices and experiences related to the three topics. Those who had field work experience in the various peacekeeping missions around the world related their stories to the audiences and they were highly appreciated for sharing their insights based on their own experiences and knowledge.

## 2.2 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

Output 2 was focussed on the training component of the project. Under this output, the training of trainers (ToT) of MPC trainers, national and international external trainers and national and international peacekeepers took place. In total the number of participants trained is 634, out of this number, out of which, 88 were international participants and 546 comprised of local participants, representing the military, police and civilians.

As part of this component, the MPC library (resource centre) was equipped with more updated materials and resources especially on peacekeeping operations, peacebuilding and other topics purchased and sourced both locally and overseas. The materials were funded from project savings after all the main components of project activities concluded.

### **Capacity Building**

The project built capacities of both domestic and international participants totalling 634, where 81.2% were from the military, 5.7% from the police and 13.1% civilians. International participants came from the following countries: Afghanistan, Australia, Brunei, Cambodia, Canada, Ethiopia, Fiji, Gambia, India, Indonesia, Japan, Jordan, Kyrgyzstan, Lebanon, Myanmar, Nepal, New Zealand, Netherlands, Norway, Philippines, South Africa, Sri Lanka, Sweden, Thailand, Vietnam, Uganda and Zimbabwe.

The table below provides the detailed breakdown of the project participants:

Date	Description	Military		Police		Civilians		Total
		Domestic	Int.	Domestic	Int.	Domestic	Int.	
5-9 May 14	Gender ToT	22	7	-	-	-	-	29
4-8 Aug 14	Gender Course	26	8	1	-	-	-	35
19-20 Aug 14	Gender Seminar	61	5	4	-	22	2	94
5-9 Sept 14	CD Workshop	18	-	-	-	-	-	18
5-9 Dec 14	CD ToT	20	9	-	-	1	-	30
18 Dec 14	UNPOL Seminar	110	-	20	-	8	-	138
23-27 Feb 15	CD Course	18	5	-	-	-	-	23
3-4 Jun 15	Seminar CD	47	-	-	-	19	8	74
15-19 Jun 15	POC ToT	26	8	-	-	-	-	34
7-11 Sept 15	POC Course	17	11	1	-	2	3	34
28-29 Oct 15	POC Seminar	75	22	10	-	18	-	125
<b>JUMLAH</b>		<b>440</b>	<b>75</b>	<b>36</b>	<b>-</b>	<b>70</b>	<b>13</b>	<b>634</b>

### 3.0 PROJECT ACHIEVEMENTS

Throughout the project implementation, achievements can be highlighted as follows:

#### **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.**

Under Output 1, the project achievements are listed below:

- Developed 3 training modules in Gender, Cultural Diversity and Protection of Civilians
- Developed 2 training manuals in Cultural Diversity and Protection of Civilians (Publications are available at MPC)
- Develop 3 research bulletins (Publications are available at MPC)

#### **OUTPUT 2: Capacity building of peacekeeping trainers and personnel in gender, protection of civilians and cultural diversity in peacekeeping operations.**

Under Output 2, the project achievements are listed below:

- 3 Sessions of Training of Trainers from MPC
- 3 Sessions of Training of Trainers from national and international institutions
- 3 Sessions of Courses of national and international peacekeepers
- 3 Sessions of International Seminars in Gender, Cultural Diversity and Protection of Civilians

#### **Additional Strategic Activities**

##### **ASEAN PEACEKEEPING CENTRE'S FORUM AND ASEAN PEACEKEEPING CENTRE'S ROUND TABLE DIALOGUE**

The ASEAN Peacekeeping Centres' Forum (APCF) on 2-5 December 2015 was convened as a follow up action agreed during the ASEAN Peacekeeping Centre Roundtable Dialogue (APCRD) organised by the United Nations Development Programme and the Malaysian Peacekeeping Centre with the support of the Government of Japan and Norway on 20-24 August 2015.

The APCRD with the theme "*Rationalisation of ASEAN Peacekeeping Training – A collective Initiative*" aimed to explore the potential collaborations and best training practices among all ASEAN peacekeeping centre.

The 4-days roundtable was designed to suit the mature nature of ASEAN military collaborations which has been evident through strong collaborations and partnership which are currently on-going, such as the instructors exchange program, SME's seminar and workshop. It also sought to share the perspectives of the UN Development Programme (UNDP), UN Department of Peacekeeping Operations (UNDPKO) and UN Department of Political Affairs.

The roundtable dialogue witnessed the participation of 25 representatives from all ASEAN member states. Also present at the roundtable dialogue were representatives from UNDP

Malaysia, Singapore and Brunei Darussalam, UN Department of Peacekeeping Operations (based in New York) and UN Department of Political Affairs (based in Jakarta).

The opening and closing ceremony were graced by Assistant Chief of Staff Defence Operation and Training Division, Rear Admiral Dato' Anuwi bin Hassan. One of the collective decisions during the Roundtable Dialogue was to convene a meeting in December 2015 and to review the developments in the region and to explore areas of joint strategic collaborations for the immediate future.

#### **APCF OBJECTIVES**

- To review the discussions and actions from APCN, ADMM, ADMM+ meetings with regards to peacekeeping activities;
- Enhance collaboration and cooperation between Peacekeeping Training Centres in the ASEAN region;
- Ascertain regional approaches towards strengthening the ASEAN peacekeeping community;
- Update on the possibility of prioritising niche areas of peacekeeping training by the various Peacekeeping Training Centres in the ASEAN region.

#### **SUMMARY OF THE NOTES OF DISCUSSION**

- **Niche and Strengthening Collaborations** – Following up from the APCRD in August 2015, discussions centred on realistic approaches towards developing peacekeeping niches for each ASEAN country and strengthening inter-country and inter-region collaborations. It was noted that the different ASEAN member states have different expertise that can be fully leveraged for the benefit of the entire region and there was not a necessity for every member state to undertake these efforts on their own in all domains of UN peacekeeping training but the emphasis has to be on strategic collaborations and partnerships. It was noted that although niche areas are identified, it does not preclude any ASEAN member state in continuing its individual peacekeeping training agenda and programmes. It was also noted that UNDPKO had indicated in the APCRD that none of the peacekeeping training modules in the region have been certified, while this is not a hindrance, ASEAN member states were strongly encouraged to liaise with UNDPKO on this matter, especially in the development of new modules.
- **Duplication of Meetings and Improving Meaningful Participation** – A concern was raised about the need to avoid duplication of meetings and to ensure full participation of all peacekeeping training centres, especially at the Commandant of Centre's levels. It was noted that there have been many sessions recently and all of them have been discussing about same issues. There was also general concern that while invitations are sent out via official channels to the headquarters, there have been instances that it has not reached to the peacekeeping training centres and thus participation has been limited.
- **Lack of Information Sharing** – It was noted that there was a need to find a mechanism to share and be informed on the various training and meeting programmes in the region and the need to find strategic collaborations to strengthen the capacity of the peacekeeping training centres in the region in a more systematic manner.

- **APCN** – It was noted that there is a need to streamline activities and invitations to different forums. The question was raised whether APCN should open up for other countries and organisations apart from ASEAN. It was stated that APCN evolved with the particular intention to exchange instructors and increase the regional collaboration. It was agreed that efforts to strengthen APCN needs to be continued and this will be pursued in the next APCN meeting to be hosted by the Philippines.
- **Joint Module Development and Mobile Training Teams** – It was noted that one of the considerations in moving forward is when one particular country develops a module, it will ensure other ASEAN participants will be invited so they also learn how to develop or utilise the module. In this process it was found that some participants are excellent in certain issues. Utilising this as a starting point, the various peacekeeping training centres are able to focus on key niche areas, while at the same time engage the other ASEAN member states and collectively build a strong regional capacity in a number of other areas in a quicker time frame and with reduced costs and increasing the pool of trainers in the region.

## 4.0 PROJECT MANAGEMENT

### 4.1 Project Coordinator

The Project Coordinator (PC) recruited for the project was responsible for day-to-day implementation and coordination of the project together with a desk officer of MINDEF, MAF, MPC, and UNDP. The PC assisted MINDEF, MAF, MPC, and UNDP to ensure that the project produced the results specified in the project document to the required standard of quality and within the specified budget allocations and timeline.

The PC reported administratively and programmatically to the NPD, MPC Commandant and UNDP and assisted in drafting the reports on project progress during NSC meetings. He assisted 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 worked in close coordination with the Secretariats and was supported by MPC and MINDEF administrative staff in implementing the project.

The PC was based at the MPC Office and coordinated the delivery of the project activities and outputs with the assistance of the MPC staff. Phase 1 of the project noted that it was rather challenging to appoint a civilian project staff to work in a military environment where adjustments to work culture and mismatched expectations could impede project implementation. Phase 2 of the project managed to recruit a PC (a former military personnel), one who was very well versed with the administrative arrangements of the Ministry of Defence and MPC. This resulted in the smooth implementation of the project activities.

### 4.2 Project Monitoring

Throughout the project implementation stage, various monitoring meetings were held by UNDP with MPC and the Project Coordinator to discuss progress and implementation issues, finalization of the consultants' Terms of Reference, financial and budgeting matters and planning meetings for international Seminars and ASEAN related activities.

Mid-Year Progress Reports for 2014 and 2015 were prepared by the Project Coordinator/MPC and shared with UNDP and Economic Planning Unit (International Cooperation Section) by 30 June of each project year. The MYPR covered the progress reporting over a six-month period.

Annual Progress Reports for 2014 & 2015 were prepared by the Project Coordinator/MPC and shared with UNDP and Economic Planning Unit (International Cooperation Section) by the end of each year. This report highlighted project progress, risks and challenges, the summary of results achieved and lessons learnt of the project for that said reporting year.

Mid-Year Progress Reports (MYPRs) for 2014 and 2015 are available in the annexes as well as the Annual Progress Reports (APRs) for 2014 and 2015. In general, the project complied with the Project Monitoring and Evaluation guidelines as stated in the project document.

Project progress status meetings were held with Royal Norwegian Embassy and Embassy of Japan representatives in September 2015 and the meetings were also to brief them about remaining project activities.



### 4.3 Financial Management

The project noted that through sound financial management and prudent planning and budgeting, all the project activities were completed within the budget provided. This resulted in the efficient and cost-effectiveness of the project at implementation phase, which was ensured by compliance with UNDP procurement policies carried out effectively by both UNDP's programme and operations team and MPC's adherence to government procurement procedures and processes.

Through project savings, additional strategic ASEAN activities like the ASEAN Peacekeeping Centre's Round Table Dialogue and ASEAN Peacekeeping Centres' Forum as well as the purchase of library materials to update and equip the MPC Resource Centre were done. The project utilized almost 98% of the total budget allocations. The summary of project financial expenditures can be seen in the table below:

**SUMMARY OF PROJECT FINANCIAL EXPENDITURES**  
As at 28 December 2016

<b>Year</b>	<b>USD Amount</b>	<b>TRAC Fund Code: 04000</b>	<b>Govt Cost Share Fund Code: 11888/3007 1</b>	<b>NOK Fund Code: 30000</b>	<b>JPN Fund Code:32045</b>
<b>Allocations</b>	<b>\$491,654.00</b>	<b>\$32,000.00</b>	<b>\$136,831.00</b>	<b>\$172,353.00</b>	<b>\$150,470.00</b>
2014	\$145,961.16	\$9,493.85	\$42,765.35	\$88,017.64	\$5,684.32
2015	\$300,267.51	\$20,608.76	\$79,591.49	\$52,236.71	\$147,830.55
2016	\$33,127.85	\$1,897.00	\$10,489.38	\$24,486.27	-\$3,745.00*
<b>Total</b>	<b>\$479,356.52</b>	<b>\$31,999.61</b>	<b>\$132,846.22</b>	<b>\$164,740.62</b>	<b>\$149,769.87</b>
<b>Balance</b>	<b>\$12,297.48</b>	<b>\$0.39</b>	<b>\$3,984.78</b>	<b>\$7,612.38</b>	<b>\$700.13</b>
<b>Percentage Spent</b>	<b>97.50%</b>	<b>100%</b>	<b>97.09%</b>	<b>95.58%</b>	<b>99.5%</b>

\*Adjustments to the accounts

## 5.0 BEST PRACTICE AND LESSONS LEARNT

The project would like to record the following points as lessons learnt when reviewing the entire project implementation during the project duration:

- **Developed Modules:** The developed modules are very useful and very beneficial to MPC for conducting courses in the future even though the project has ended. It was noted while modules were extensive and comprehensively prepared, it needs to reflect the practical situation on the ground and on field missions.
- **Project Coordinator:** Recruitment of Project Coordinator (PC) who was former military personnel was an asset as the PC was experienced and knew the administrative arrangements of the Ministry of Defence and MPC. This made implementation of project activities run smoothly.
- **MPC Desk Officers:** Having a few dedicated MPC Desk Officers made the collaboration between MPC and UNDP proceed with ease as the core team often communicate and discuss matters during project implementation
- **Female Participation:** The project faced challenges in getting more female participation at all the related capacity building workshops/courses/seminars. Perhaps should mention in the invitation letter to have at least one female representative to be sent for such training in future. The project acknowledges that the problem may be more structural than representational as in some units, there may not be any female staff posted in those said units
- **ASEAN Activities:** In addition, in line with Malaysia's role as the Chair of ASEAN and Non-Permanent Member of the UNSC, 2 strategic ASEAN meetings were held to further strengthen regional collaborations, rationalization and partnerships.
- **Positioning:** The project has contributed to Ministry of Foreign Affairs' positioning of Malaysia as a strong supporter of the United Nations and global peace and security agenda. Malaysia's human development approach in peace keeping programme was also stated as one of the nation's key global engagement in vying for non-permanent member of the UN Security Council (2014-2016).
- **Capacity Building:** The project has established MPC's capacity to develop modules and implement training course on gender, protection of civilians and cultural diversity as part of its mainstreamed annual courses. MPC will seek UNDPKO (ITS) training recognition on the modules and training that they have developed
- **Terms of Reference for consultants:** The project consultants TOR must be very clear and specific so that there is no room for misinterpretation of any parties

## 6.0 PROJECT CONCLUSION

The project records its thanks and appreciation to the governments of Japan and Norway as donors to the project. The contributions and budget allocations enabled the smooth implementation of project activities in a timely manner without any budgetary concerns.

The project also achieved outcomes beyond the project level where the Malaysian Peacekeeping Centre has been recognised regionally and globally as one of the centre of excellence for peacekeeping operations training. MPC has often been requested to provide trainers to the peacekeeping centres in the region for various peacekeeping operations related courses and they are often referred to in the region for matters pertaining to peacekeeping operations.

### **Project Document Development Strategic Planning Workshop**

In moving forward to explore the possibility of a Phase 3, MPC and UNDP scheduled a project document development strategic planning workshop from 19-22 December 2016 utilizing the balance from the Phase 2 funding where the Royal Norwegian Embassy and Embassy of Japan were also invited. It is expected that the draft project document for Phase 3 will be made available in Q1 2017.

## 7.0 ANNEXES

- Mid-Year Progress Reports for 2014 & 2015
- Annual Progress Reports for 2014 & 2015
- Combined Delivery Reports for 2014, 2015 & 2016