## United Nations Development Programme
## Project Document

**Project Title:** Engage for Peace, Equality, Access, Community & Empowerment (N-Peace)

**UNDAF Outcome(s):** N/A

**Expected CP Outcome(s):** N/A
*(Those linked to the project and extracted from the CP)*

**Expected Output(s):** *Increased knowledge, skills and confidence of key women leaders to mobilize people and resources for sustained collective advocacy for women's inclusion in all aspects of peace and security processes*

**Executing Entity:** UNDP

**Implementing Agencies:** UNDP

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### Brief Description

In war-torn countries across the world, women are often at the forefront of peacemaking efforts, yet their contributions have been greatly undervalued. Women play a critical role in ending hostilities, implementing peace agreements, and mobilizing their communities to begin the process of reconciliation and rebuilding post-conflict. Women consistently prioritize health, education, and job creation—issues essential to increasing societal well-being in the long term and decreasing the conditions that breed violence. While the influence and agency women possess are increasingly recognized as an asset to peace processes, they are still most commonly viewed as passive victims of conflict rather than as resources for stabilization and reconstruction. As a result of their marginalization, women often lack the confidence, skills, and policy language and connections that would enable them to contribute to their full potential. This project intends to build on existing capacities of women in countries in Asia, and leverage their collective strength to function as a network, via the N-Peace initiative. The women through a Training *of Mobilizers* (ToM) program will be equipped with new skills and content areas with transformational and reflective leadership, which will enable them to be stronger advocates and mobilizers for WPS.

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|---|---|
| Programme Period: | July 2013- December 2014 |
| Key Result Area (Strategic Plan) | _____ |
| Atlas Award ID: | _____ |
| Start date: | _____ |
| End Date | _____ |
| PAC Meeting Date | _____ |
| Management Arrangements | _____ |

| | |
|---|---|
| Total resources required | 150,000 |
| Total allocated resources: | |
| • Regular | _____ |
| • Other: | |
| o AusAID | 500,000 |
| | ▪ (June 2012- June 2014) |
| Unfunded budget: | _____ |
| In-kind Contributions | _____ |

Agreed by (UNDP):

Clifton Cortez, Regional Manager a.i., APRC

⸱ 1 AUG 2013

# I.    SITUATION ANALYSIS

The challenges faced by women as victims and survivors in different crisis settings have been documented and cited on several accounts, but their sensitivity to sources of conflict, their contribution to the re-establishment of communities and countries and their strategies to collaborate and serve as peace-makers are less recognized. While at the international level there are dialogues and growing commitment through UNSCR 1325[1] and subsequent resolutions 1820/1888 and 1889 to recognize the contribution of women in peace building and to engage them in formal peace-making processes, this is yet to be mirrored on the ground as women continue to be underrepresented in peace negotiations around the globe[2]. These commitments to address social, political, economic and security needs of women in crisis settings needs to be leveraged as an opportunity for programmes to be more responsive to women's specific needs and to support women's groups and networks to form coalitions and networks to advocate for the same.

An array of organizations and women leaders in the Asia region are working in conflict affected countries, with a growing need to support them with funding, training and a space to voice their demands, needs and contributions. Several such organizations and individuals have benefitted from being part of a UNDP managed initiative called the N-Peace- Engage for Peace, Equality, Access, Community and Empowerment- which has served as a platform to connect peace practitioners, to articulate and voice their needs priorities to influence decision-making processes that shape the fundamentals of peace and security. With further support, these groups can serve as peace movements, network with a larger constituency within and across countries, bring forward the contributions of women as peace makers and communicate and have a voice with policy makers.

The <u>N-Peace network</u> was established in October 2010 to mark the ten-year anniversary of UNSCR 1325 with two main objectives: (i) to support the leadership of women in building peace and preventing conflicts; and (ii) to provide a platform for engagement and increase dialogue between key actors working on women, peace and security (WPS). This multi-country initiative operates in **Indonesia, Nepal, Sri Lanka** and **Timor-Leste** and more recently in **Afghanistan** and the **Philippines**. The N-Peace initiative is part of output 1 of the Regional Crisis Prevention and Recovery project (attached for info) to initiate a regional strategy of engagement and support to women's organizations working in post-conflict countries. This initiative is thus built on and functions on the following premise:

- Women's groups and grassroots organizations have immense amount of knowledge and experiences about women, peace and security issues, but their collective strength to function as a network, benefit from one another and upscale good practice working in conflict/post-conflict countries remains untapped.

- UNDP in conflict affected countries in Asia is working with and for women's organizations and groups in implementing projects on the ground. However this remains adhoc, not always demonstrative of sustainable support to such organizations. Additionally, programmes in such countries have often been criticized for being gender-blind. A stronger engagement between UNDP COs and such organizations could help make future interventions in conflict affected countries more gender-responsive.

- There is a need to connect and raise awareness about existing global policies and commitments, such as on SCR 1325, 1820 and 1888, and support the capacities of

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[1]    The UNSCR 1325 explicitly makes reference to (i) issues of prevention and protection of women and girls from conflict; and (ii) women's contributions to conflict resolutions and sustainable peace. The resolution also calls for measures that support local women's peace initiatives and indigenous processes for conflict resolution that involve women in all of the implementation mechanisms of peace agreements.

[2] In 2009, the United Nations Development Fund for Women (UNIFEM) reviewed 21 major peace processes held since 1992 and found that women constituted less than 8percent of delegates to talks and less than 3 percent of agreement signatories.

organizations to translate these commitments into realties on the ground. Such support could be in the form of skills development such that organizations are better able to engage in formal peace processes and articulate the specific needs, roles and vulnerabilities of women, as well as in the form of simplifying complex policies such that organizations on the ground are aware of existing mechanisms and commitments and are able to hold governments accountable.

- There has been documentation and case studies to understand the challenges, good practice and lessons learned about women in conflict/post-conflict situations. However there continues to be lack of policy space to discuss, acknowledge and act on the specific needs of women in conflict and post-conflict settings, their complex roles during conflict, and their intimate relationship with the indigenous processes of conflict prevention and peace building.

- While the participating countries have made initial efforts on UNSCR 1325, there has been little change in policies to address this issue. There is a need across countries, to create an interface where relevant government counterparts (e.g. national machinery, women MPs, National Commissions for Women etc) and key civil society actors can engage and have a collective strategy to address these issues and advocate for policy changes which support women's empowerment.

Using the above as a basis and through interactions with a growing base of 800 practitioners in the N-Peace network, the following areas of work have been developed:

- *A platform for engagement and dialogue at the regional and country level on WPS:* Through sub-national, national and regional dialogues, the N-Peace network has provided a platform for civil society groups to have a common vision and voice on WPS; and for civil society and government (including the security sector) to discuss and deliberate on policy matters relevant for WPS. In Indonesia the focus has been to bring grassroots women's organizations from provinces at high-risk to conflict to discuss with the Government and provide inputs into the draft NAP/Policy on WPS; while the focus in Afghanistan has been on providing a platform for coalition building amongst different national and international actors.

- *Creating awareness about WPS and recognizing the leadership and agency of women as peace builders:* Through the N-Peace awards campaign, fellow peace builders have nominated women for their leadership on building peace, their stories have been documented and through an online voting campaign tens of thousands of people have been engaged, lending their support to the campaign. Through the mainstream media, key messages on the WPS agenda as well the leadership of individual women has been given a platform for recognition and greater visibility. The 2012 N-Peace campaign showcased the stories of 100 peace builders, engaged over 55,000 in supporting the peace champions and over 50 print, radio and TV shows ran elements related to WPS and N-Peace awards/ees.

- *Strengthening the capacity of women in post-conflict settings:* Through the training of trainer's initiative with the Institute for Inclusive Security, the network has created a pool of 50 women trainers who are equipped with the skills and knowledge to advocate for peace and security, and who have been supported to further cascade this down to the sub-national and community level. The Indonesia trainers have earlier used their collective skills to support coalition building and awareness raising on UNSCR 1325 for women in Papua; while the trainers group from Nepal plan to advocate for the implementation of their NAP on 1325 at the local level by engaging women at the grassroots level.

*As a network* the N-Peace initiative has been able to connect those working on gender equality and women's empowerment as well as peace builders on a common agenda for WPS. The network already connects over 800 practitioners and advocates across the six countries, and a growing base of supporters through other social media tools, thereby investing in longer term and sustained support for advocacy and change. The resources and capacity developed and housed through N-Peace is also gradually helping to create linkages between UNDP COs and women's groups and other civil society actors working on peace and security issues. Working across countries, several cross-country exchanges have been facilitated across countries to allow for experience sharing – for instance through knowledge exchanges between the Philippines and Indonesia on the formulation of the NAP on 1325.

## II.    STRATEGY[3]

Through the N-Peace initiative, UNDP has furthered its partnership with the Institute for Inclusive Security (IIS), who have extensive experience in successfully carrying out training initiatives to increase the knowledge, skills and confidence of women leaders all over the world to advocate for their inclusion in all aspects of peace and security processes. Based on the *Inclusive Security: A Curriculum for Women Waging Peace*, 8-day intensive workshops are tailored using innovative experiential learning methodologies to prepare experienced women trainers (who are identified through a competitive application and review process) to deliver trainings in their own countries around specific advocacy agendas and play a more active role in peace processes in their countries.

UNDP and IIS have carried out two training of trainers programs through the N-Peace initiative resulting in a pool of 50 experienced women trainers who have been further supported to carry out such trainings and advocacy work in their own countries. These women also serve as a resource to each other across countries. The curriculum fosters strong coalitions, enhances problem-solving capabilities, bolsters confidence, and, most significantly, results in a concrete agenda for advancing women's participation in peace and security. ToT alumni are offered additional resources and opportunities to continue developing their core competencies as facilitators and scale-up their training efforts. They become part of a strong community of practice and are equipped with an in-depth understanding of the stages of peacebuilding. They design a training program, write a proposal, and interface with key policymakers in their region and country.

However the two rounds of ToTs, the subsequent follow-up in the countries as well as regular exchanges with the trainers (through surveys and direct feedback) have pointed to the fact that for women leaders to have a truly meaningful impact, there is an additional set of skills and experiences needed to prepare them to mobilize people and resources around advocacy agendas related to peace processes. The ToM seeks to teach the skills that will allow women leaders to mobilize people for sustained advocacy efforts that will change the nature of decision making on issues of war and peace, rather than to train for training's sake. It is premised on the theory of change that <u>if key women leaders (who are uniquely positioned to make change) receive specialized skills, then they will be better supported to mobilize people and resources around advocacy agendas that promote women's inclusion in peace processes.</u> The planned content of the ToM curriculum has been carefully outlined through focus groups with women leaders and experts in the field. Building on the highly effective ToT curriculum, the ToM aims to create reflective practitioners by combining innovative leadership, advocacy and coalition building skills.

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[3] See Annex 1 for N-Peace overall strategy

Hence UNDP and Inclusive Security would like to explore the development of an adapted curriculum called the ToM program which will address this critical skills gap by combining new skills and content areas with transformational and reflective leadership. The ToM curriculum will include topics such as in-depth strategies for effective coalition building; convening, coalescing and sustaining a coalition; dialogue and relationship building facilitation for bridging divides; negotiation skills; developing a platform for action; designing for results; monitoring and evaluation for peace building and advocacy; project management; mobilizing and allocating resources; public narrative for leaders; transformational leadership and self care.

The N-Peace initiative provides an excellent platform for piloting as well as sustaining this advocacy and mobilization work wherein women can be leaders in advocating for peace and security in their countries and the region[4]. The trained women can also serve as a resource for and benefit from UNDP initiatives on conflict prevention and peace building, both at the country, regional and global level.

One of the unique aspects of the N-Peace initiative is the organic manner in which activities have been designed with inputs from various network members; this proposed training of mobilizers component has evolved in a similar manner and hence is not part of the current funding arrangements for N-Peace (currently through AusAID and RBAP until mid-2014). The ToM will be anchored within the ambit of the N-Peace initiative, thereby maintaining linkages with the other project components (outlined above).

Through N-Peace, national dialogue forums have been initiated, allowing for greater engagement between civil society, government and other actors on WPS issues. These national dialogues have had demonstrated success in ensuring that policy making related to peace and security has been inclusive of women's voices and priorities. For instance in Indonesia, the previous two batches of trainers have facilitated two N-Peace national dialogues in 2011-2012 to share and discuss the draft National Action Plan (NAP) on 1325 with grassroots organizations from ten high-risk provinces. These are part of the ongoing consultations being conducted by the Government of Indonesia towards finalizing their NAP. Currently the trainers are also involved in organizing two sets of advocacy trainings to ensure that the government's drafting of the new Conflict Prevention framework is inclusive of the voices and priorities of conflict affected women.

Thus the women upon graduating from the ToM initiative will be able to:
> continue and upscale their advocacy, using existing N-Peace dialogue forums at the country level for three purposes (i) to convene civil society actors and agree on a common vision/strategy for their work on WPS (as currently in Nepal and Afghanistan); (ii) for greater engagement between government and civil society partners on WPS (as in Sri Lanka and the Philippines) and (iii) for influencing policy making around WPS/CP to be more inclusive (as through N-Peace in Indonesia).

> train and mobilize other men and women in their own countries about WPS, and women's participation and inclusion in peace and security issues.

> provide a narrative about women's perspectives on peace and security. Previously through N-Peace trainers and network members have been provided with the

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[4] This has been demonstrated through previous work wherein the trainers of the N-Peace initiative have been engaged by the CO in other access to justice and conflict prevention projects

opportunity to share their perspectives on peace and security. An e-publication series titled *'women's perspectives of peace and security'* was launched in 2012 (view volume I). These perspectives are also broadly shared at the country level during various advocacy and national dialogues, bringing to the forefront women's voices and perspectives on this important agenda.

➢ serve as a regional resource across the N-peace countries in support of cross-border dialogues and initiatives that have been identified through N-peace members (a cross-border dialogue between Indonesia and Timor-Leste is currently being planned by the N-Peace trainers from both countries). Learning from the Pacific region, the mobilizers can also collectively advocate for a regional and sub-regional policy agenda on WPS.

➢ upscale the WPS agenda in their own countries by mobilizing people and resources for targeted interventions that support the implementation of UNSCR 1325

The regional team managing the N-Peace initiative will work with BCPR teams on conflict prevention and gender to ensure that through the development of the curriculum- such models of trainings can be used and replicated in other regions, with the CSMT to ensure that the resource pool of trained women can be leveraged as capacity within the region for UNDP Country Offices and can also be connected with other regional and global BCPR initiatives, including learning from and sharing good practice with relevant BCPR projects in other regions. UNDP/APRC and Inclusive Security will also work with the first cohort of trained women to raise resources that can help upscale WPS work in their own countries.

## III. RESULTS AND RESOURCES FRAMEWORK

**Applicable Key Result Area (from 2008-11 Strategic Plan):**

**Partnership Strategy:** The capacity development component of the N-Peace initiative will be carried out in partnership with the Institute for Inclusive Security, the six UNDP Country Offices, selected women advocates on WPS from the region, and regional think tanks working on WPS.

**Project title and ID (ATLAS Award ID):**

| INTENDED OUTPUTS | OUTPUT TARGETS FOR (YEARS) | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS |
|---|---|---|---|---|
| **Output**<br>Increased knowledge, skills and confidence of key women leaders to mobilize people and resources for sustained collective advocacy for women's inclusion in all aspects of peace and security processes<br><br>*Baseline:*<br>- Limited trainings that target women's leadership skills for advocacy and mobilization around peace processes<br>- Limited resources allocated for investing in women's inclusion in peace and security<br><br>*Indicators:*<br># of target countries where additional resources have been allocated for investing in women's inclusion in peace and security processes<br><br># of target countries where peace and security processes are responsive to women's needs and priorities | ToM curriculum modules developed and validated;<br><br>First cohort of women leaders trained in the new adult learning methodology and mobilizing skills for collective advocacy for women's inclusion in peace and security;<br><br>Joint proposal developed by UNDP and IIS to upscale WPS efforts in at least three countries, through N-Peace<br><br>Resource mobilization proposals/initiatives prepared by the first cohort of trained women leaders | 1. Research and develop new Training of Mobilizers curriculum materials<br><br>2. Identify criteria for the first cohort of mobilizers and recruit women in N-Peace countries who are positioned to mobilize for collective advocacy<br><br>3. Implement Training of Mobilizers Program with the first cohort of women leaders<br><br>4. Support the women leaders in framing proposals for upscaling WPS efforts in their countries | *UNDP APRC and Institute for Inclusive Security* | *Research consultants (USD 20,000)*<br><br>*Small group workshops for development of materials (USD 25,000)*<br><br>*Validation workshop (USD 30,000)*<br><br>*Training of Mobilizers workshop (USD 50,000)*<br><br>*Donor roundtable meeting (USD 10,000)*<br><br>*Technical support & travel (USD 10,000)*<br><br>*Documentation (USD 5,000)* |

## IV. MANAGEMENT ARRANGEMENTS

The project will be an expansion of the current N-Peace initiative which is anchored within the Regional Crisis Prevention Program hosted at the Asia Pacific Regional Centre. The project will be directly executed by the UNDP Asia Pacific Regional Centre (APRC). This is line with The Regional Programme document for 2008-2013, approved by the Executive Board at its September 2007 session, which states that "under the guidance of the Regional Bureau for Asia and the Pacific and the Bureau for Development Policy, the two Regional Centres in Bangkok and Colombo and the Pacific Centre in Suva will manage all regional/sub-regional projects".

The APRC (then Regional Centre in Bangkok) was established in 2004 with the purpose of managing regional projects and programmes. During these eight years of experience, the APRC has proven its capacity to provide all necessary project management and implementation support to regional projects, including Tsunami recovery projects and the current Regional CPR project under which the proposed N-Peace project is anchored.

The APRC will be responsible for the technical and financial management of the project, and for all fiduciary arrangements. The APRC will partner with implementing agencies to achieve the results defined in the project's Results and Resources Framework (RRF).

The proposed project will also function under the structures that APRC has established - a Project Steering Committee, chaired by the Deputy Regional Director, RBAP. The Chief of RBAP Regional Support Unit or his/her nominee will participate in PSC meetings. The APRC Regional Manager will be the alternate of Chair of the PSC. The project's day-to-day operations will be by a project team led by the Project Coordinator, who is also the BCPR Practice Coordinator for Asia, with technical assistance from Regional Project Specialist, working on Gender and Crisis issues and manages the N-Peace initiative. A Project Support Assistant, will support the project team in the implementation of project activities.

Project Steering Committee

A Project Steering Committee has already been established (see diagram below) to provide guidance to the project and the Project Coordinator. Periodic project reviews by the Project Steering Committee will be done in accordance with key reporting requirements of UNDP, i.e., annual reviews, a mid-term evaluation and a final evaluation.
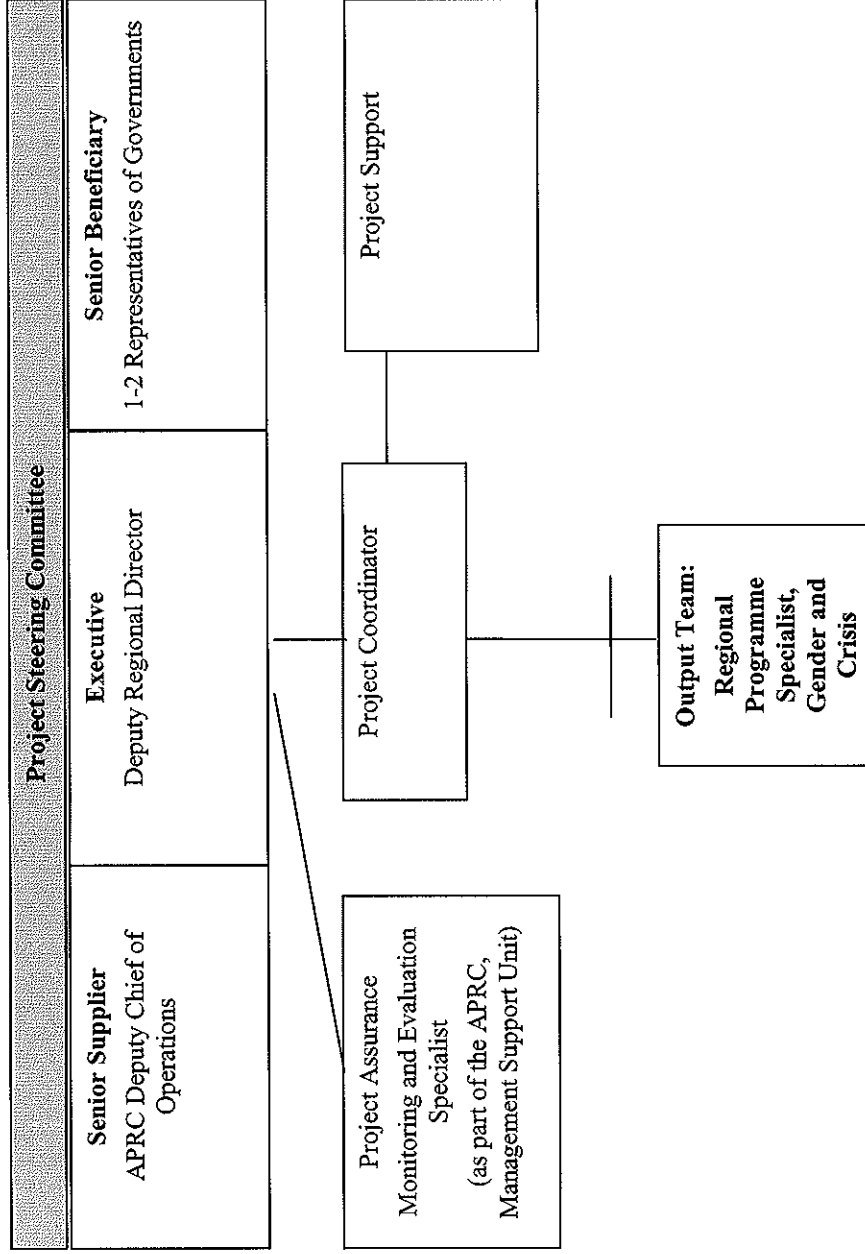
The annual review reports will include detailed information on the status of project implementation and the achievement of project outputs and outcomes as outlined in the project's RRF. The detailed expenditure report will indicate expenses by category as outlined in the project budget (original or latest approved revision).

The Project Steering Committee will be consulted if and when the Project Coordinator's tolerances (in terms of time and budget) have been exceeded. These tolerances will be monitored by the Project Assurance Officer. Quarterly Progress Reports (QPRs), prepared by the Project Coordinator, will be reviewed by the Project Assurance Officer and consolidated for submission to Project Steering Committee meetings.

The Project Assurance Officer will have overall responsibility for project monitoring, risk management, quality assurance and for timely submission of reports to the Project Steering Committee. This function will be performed by the Regional Monitoring and Evaluation Specialist, under the APRC Management Support Unit.

**Project Management Structure (as per the existing Regional Crisis Prevention and Recovery project structure)**

The project management structure described above can be illustrated as follows

| Project Steering Committee | | |
|---|---|---|
| **Senior Supplier**<br>APRC Deputy Chief of Operations | **Executive**<br>Deputy Regional Director | **Senior Beneficiary**<br>1-2 Representatives of Governments |

Project Support

Project Coordinator

Project Assurance
Monitoring and Evaluation Specialist
(as part of the APRC, Management Support Unit)

Output Team:
Regional Programme Specialist, Gender and Crisis

# V. MONITORING FRAMEWORK AND EVALUATION

The project will be monitored through the following:

<u>Within the annual cycle</u>

On a quarterly basis, a quality assessment shall record progress towards the completion of key deliverables, based on quality criteria and methods captured below.

- An **Issue Log** shall be activated in Atlas and updated by the Project Coordinator to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted (see annex 1), a **Risk log** shall be activated in Atlas and regularly updated based on the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Quarterly Progress Reports (QPR) shall be submitted by the Project Coordinator to the Project Steering Committee through Project Assurance, using the standard report format available in the Executive Snapshot.

- **Lesson-learned log** shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- a **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions/events

<u>Annually</u>

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Coordinator and shared with the Project Steering Committee. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Steering Committee and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

- **A Project Completion Report** will be prepared in a draft form two month prior to the completion of the program.

# VI.  LEGAL CONTEXT

Click here for the standard text

# VII.  RISK LOG MATRIX:

| # | Description | Type | Impact & Probability | Countermeasures / Mgmt response | Owner | Submitted, updated by | Last Update | Status |
|---|---|---|---|---|---|---|---|---|
| 1 | Political will from national government | Political | For political reasons, national governments may not continue to assign high priority women, peace and security issues, especially in countries where N-Peace has been able to secure interest and establish some key partnerships (I=2, P=3) | This project will continue to work with individuals who are placed within institutions, who are committed to WPS issues. This will ensure that the project inputs will definitely contribute to development of capacities in the countries. | Project Manager | | | |
| 2 | Insufficient absorptive capacity of stakeholders in the countries | Operational | Differential levels of absorptive capacities in the countries make it challenging to plan effective regional learning events/training events. (I=3, P=2) | The risk can be managed by ensuring that the women identified for this mobilizers programme are identified early on and their capacities assessed to have a good baseline for planning and monitoring. | Project Manager | | | |

# ANNEX 1

The areas of work of the N-Peace initiative are based on the following strategy, within which this proposal will be anchored:

- **Knowledge sharing and networking**:
  - *Exchanging* experiences among practitioners and partner organizations to share relevant lessons learned and innovative practices across the region on the issue of strengthening women's leadership in peace building.
  - *Collaborating* on developing common and shared vision on women's perspectives on peace and security.
  - *Connecting* practitioners to one another, to relevant resources and with ongoing UNDP projects, such that they can also be more engaged in the delivery of priorities aligned with UNDP's country programme and CPR initiatives.

- **Capacity Development**:
  - *Identifying gaps*: based on specific capacity deficits and needs of civil society and advocates to engage effectively in peace processes. These needs have been articulated in the form of support needed for national plans on 1325, information gaps on processes related to peace processes, access to financing or training needs on strategic communications, negotiations and coalition building.
  - *Strengthening capacities*: Using the training curriculum and series of training of trainer sessions help to strengthen the capacities of partner organizations and individuals in the network.
  - *Transferring capacities:* The UNDP COs and partner organizations and trained individuals are supported in their respective countries to subsequently deliver trainings to other grassroots organizations in the region.
  - *Sustained support:* The network serves as a peer support group among countries, with technical support and links to possible funding and resource mobilization opportunities.

- **Advocacy and Awareness**:
  - The network helps create a regional advocacy agenda to support stronger participation of women in peace and security. The lessons from knowledge and experience sharing sessions within the network are captured and synthesized into advocacy notes that are used at different regional and national forums.
  - Using the network to raise awareness about global policy commitments and platforms, by simplifying them and making information more comprehensive, practical and accessible for organizations working on the ground.

- **Ensuring linkages**: Providing a regional platform through the network allows for organizations working in high-risk countries to benefit from each other's experiences and for their individual experiences to be documented into lessons to highlight common challenges, solutions and strategies. The key organizations also serve as the lead agencies which help connect smaller, local grassroots organizations in their respective countries with ongoing efforts across the region.

**Sustainability:** This initiative aims to enhance capacities of institutions and initiatives that already exist in the region, and not to develop a new or stand alone initiative. UNDP *does not* see its role as a training centre, but rather as a facilitator for capacity building for advancing

women's participation and leadership in peace building in the region. As a consequence, the long-term sustainability of the regional network relies on it being rooted in institutions and networks in the region. It provides an opportunity to share lessons, compare experiences and build on new ideas within a fairly structured plan that can help support capacities through a sustained engagement approach. The prospect for individuals and organizations to acquire new skills and apply them in their current work, as well as call upon support can truly result in sustained capacities being developed.